

Implementation Of Lean Management To Reduce Waste In The Operational Process Of Conflict Management At PT XXX

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Abstract

This study aims to analyze the application of Lean Management in order to eliminate waste in the operational process of preventing and handling external disturbances carried out by the External Relations Department at PT XXX, so that productivity increases, processes are faster and the use of resources is more effective and efficient. The research method used in this study is a descriptive qualitative approach. Descriptive qualitative research aims to understand the phenomena that occur in the object under study. The data collected are in the form of primary data and secondary data, secondary data in the form of work document documents including Organizational Structure, Job Description, SOP, and work reports, while primary data is obtained through observation and interviews. The data analysis method used includes data reduction, data display and drawing research conclusions until researchers feel they get what they want to research, in this case it is waste that occurs in the operations of the External Relations Department so that it can be investigated further. The data obtained were analyzed using the concept of Eliminate Waste using a tool in the form of a RACI Matrix. The results of the study are portraits of existing waste in departmental operations in the RACI diagram as well as recommendations for workflow arrangements and the distribution of new tasks and authorities in the RACI diagram format. The results of the study stated that the application of lean management is still not implemented properly, where it was found that there is waste in the form of overlapping roles and processes that are carried out repeatedly by several functions

Keywords: lean management; eliminate waste; RACI Matrix;

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INTRODUCTION

In order to increase competitive advantage, companies must be able to carry out operational processes more efficiently and effectively (Stock et al., 2006). One of the important efforts that needs to be done is to formulate an adaptive and easily adapted corporate strategy to follow the development of changes that occur suddenly in global

competitive conditions (Parlindungan, 2014). An adaptive strategy up to the operational level is expected to leverage the effectiveness of the organization to be better able to compete globally in all respects. The External Relations Department at PT XXX is one of the functions included in the mining operational support process (Operations Support). This department has a function to prevent operational disruptions that come from outside the organization Raisch, (2008), with the main role being prevention, handling and recovery of external conflicts of the organization so as not to interfere with mining operations. Therefore, to increase competitive advantage in supporting mining operations, the External Relations Department must be able to conduct its operations more effectively and efficiently. The biggest challenge in effective and efficient operations is (waste) which is not small in every process in the department (Moh & Abd Manaf, 2014; Verbano & Crema, 2019). Lean Management is one of the solutions applied by many companies to continue to innovate and be adaptive to changes and customer needs, with the implementation of lean management, it is expected that activities in the company can be carried out systematically, effectively and efficiently. Lean introduces major changes in behavior and culture, and demands quality leadership and the ability to make sustainable changes (Trisbiantara & Meliala, 2018). The goal of lean is to reduce waste in the company's efforts to complete work and deliver quality work to customers in a timely, effective and efficient manner (Rahman et al., 2013).

The purpose of this study is to analyze the implementation of the concept of Lean Management in the operational business of the External Relations Department. Finding waste, according to the concept of Lean Management, which exists in existing operational business processes Provide recommendations for corrective actions so that operational business processes become leaner.

RESEARCH METHODS

A qualitative approach was used in this study, with a case study type of research and was descriptive. According to Aurbech & Silverstein quoted by Sugiyono, (2016) qualitative research is research by analyzing texts and interview results with the intention of finding the meaning of a phenomenon (Musavengane, 2022; Norberg-Schulz, 2013) Primary data were obtained by conducting interviews with sources determined by purposive sampling. The resource persons involved in this research are structural officials (section heads and department heads) in the External Relations Department of PT XXX, as well as experts in charge of organizational development from the HR section of PT XXX. Secondary data in the form of work documents include Organizational Structure, Job Description, SOP, and work reports related to operational prevention and handling of external disturbances carried out by the External Relations Department of PT XXX.

Data collection methods in this study are interviews, observations and document review (documentation). Internal company documents were collected and reviewed with the interviewees. The review of this document greatly strengthens the data obtained through observation and interviews. The data obtained through document review, observation and interviews are then analyzed through a data reduction process so that researchers have a clearer picture and make it easier for researchers to collect the necessary further data (Abdussamad & SIK, 2021). After that, researchers present data in the form of charts or diagrams to make it easier for researchers to understand the

phenomena that occur and discuss with the resource persons regarding the validity and consistency of the phenomena captured by researchers. Based on this process, then the researcher compiles a conclusion on the problem under study.

RESULT AND DISCUSSION

Operational Business Process in the External Relations Department

The function of the External Relations Department in the PT XXX organization is to prevent the company's operations from stopping due to external interference and foster good relations with stakeholders (Simao et al., 2016). The preventive measures against the cessation of operations implemented by the External Relations Department are further known as "Conflict Management". Conflict management includes operational processes related to handling and resolving conflicts sourced from external parties of the company. The operational business process flow of conflict management carried out by the External Relations Department, PT XXX in accordance with the PT XXX Conflict Handling Procedure is: (1) Receipt and Verification of Conflict Information. (2) Conflict Analysis. (3) Determine conflict resolution. (4) Review of Conflict Resolution Recommendations. (5) Implementation of Recommendations, Monitoring and Evaluation. The External Relations Department is one of the functions in the Operation Support & Relations Division headed by a General Manager who reports to the Director of Operations & HSE. This department has two sections, namely the Community Relations section and the Conflict Management Section, each of which is headed by a Superintendent, each of which is in charge of several Specialists or Staff, namely Community Relations Specialists for five mining areas, one Conflict Management Specialist, one Stakeholder Management Specialist and one Data Management Specialist.

Lean Management Analysis on Operational Business Processes of the External Relations Department (PT XXX)

This research begins with a review of company documents in the form of procedures / SOPs to find out a detailed picture of what operational activities are carried out based on the principles of operations management, namely all efforts made to convert inputs into outputs in producing services (in this case mining operation stop prevention services). The SOPs reviewed are two SOPs issued and used by External Relations Department personnel in carrying out their duties and responsibilities, namely Regional Development Procedures (P-CRL-03) and Conflict Management Procedures (P-ERL-01). The next document reviewed is the Form Job Description document to find out the division of duties and responsibilities carried out by the department (Simao et al., 2016). The document is the Job Description of three key positions, namely the Manager of External Relations to simultaneously validate the functions of the External Relations department, as well as the Job Description of two sections in the department, namely Superintendent Community Relations and Superintendent Conflict Handling considering that accountability (responsibility) for the implementation of operational processes lies with each section head officer / Superintendent.

The result of the SOP document review is process flow data that can be further investigated related to waste in the operational process business, namely the presence or absence of repetitive or excessive and unnecessary processes. While the results of the

review of the Job Description Form document are in the form of data that can be analyzed further about waste related to the presence or absence of overlapping duties and responsibilities between the two sections in the External Relations Department.

Researchers use a tool in the form of RACI Martix which can describe the inter-relationship of several aspects, in this case the flow of operational processes, the parties involved and what their roles are and other resources used. RACI Matrix was first introduced in the 1950s, but according to Elhady & Abushama, (2015) it is very suitable to be applied to the business environment to date, which demands flexibility and organizational ability to adapt. In the past, the RACI Matrix was known as the "Decision Right Matrix". RACI stands for (R) Responsible; namely the party in charge of carrying out a task or an operational activity, (A) Accountable; i.e. the authorized party (having responsibility) gives approval to a task or an operational activity, also called the person in charge, (C) Consult; namely parties who need to be asked to provide input or feedback related to the implementation of a task or an operational activity, and (I) Inform; namely parties who need to be given regular information related to the development of the implementation of tasks or an operational activity (Olivier & Radun, 2017). The disaggregated and reduced data is then plotted into the RACI Matrix as follows:

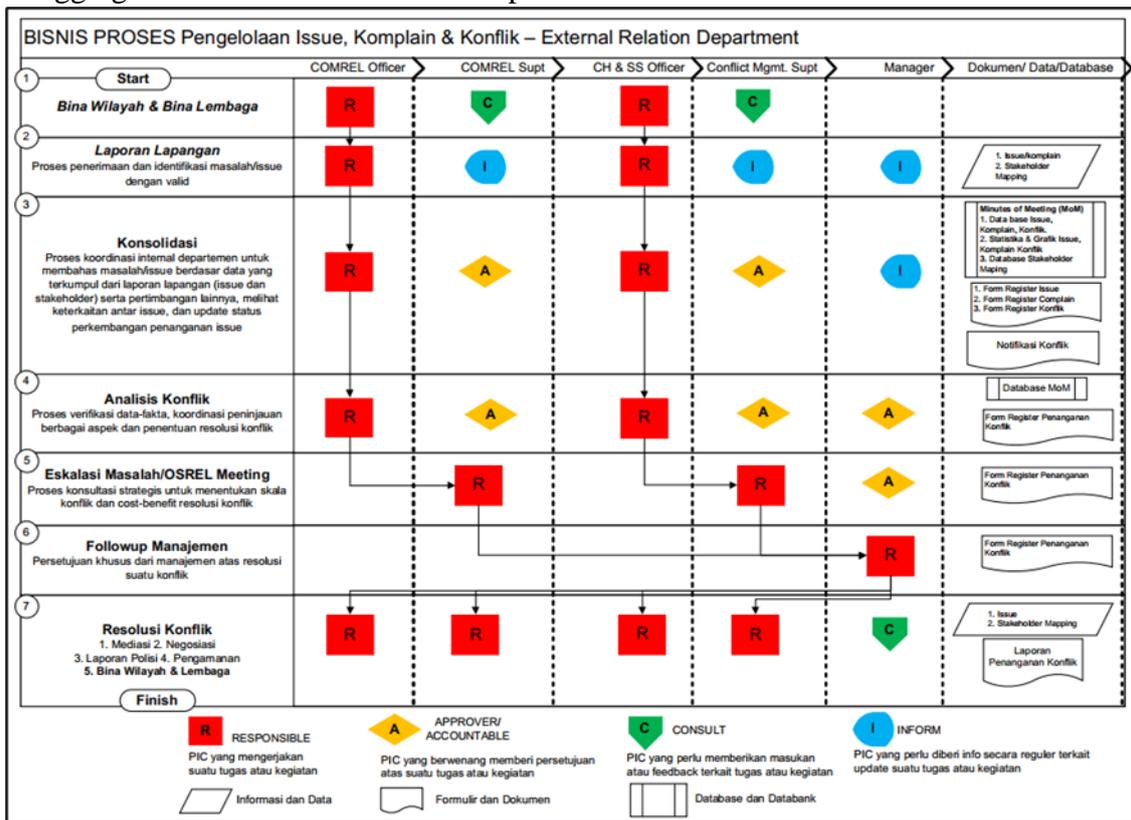


Figure 1: RACI Matrix Actual

Based on the presentation of data in the RACI Matrix Actual diagram, the author conducted interviews and discussed with the resource persons to get validation while finding waste in the operational processes of the External Relations Department. The principles of an effective RACI Matrix according to Suhanda & Pratami, (2021) are; (1) Streamline communication / make team communication easy and effective, (2) No people

overload / adjust to the proportion of one's workload, (3) Set clear expectations / no duplication of roles (over processing), used as a rationale to find waste.

The results of interviews and discussions with resource persons found some waste, including; (1) The existence of operations that do not have an accountable (A) or consult (C) role so that reference sources and information exchange processes become non-existent so that the quality control process by the person in charge becomes minimal and there is the potential for defects (Scrap/Defect) in the services produced. (2) The existence of parties / functions that have no role at all which is often accompanied by a covert distribution of tasks to other parties so that it is very possible for overload to these parties or even duplication of roles to several parties. (3) The existence of several responsible roles (R) and accountable roles (A) in an operational flow which are core roles that ensure operations are carried out so as to allow for over processing.

Furthermore, researchers tried to rearrange the division of duties and responsibilities of each function by eliminating existing waste and paying attention to the principles of an effective RACI Matrix and proposing a Lean RACI Matrix. Some adjustments after waste elimination in the chart are; (1) Each operational process has only one Responsible (R) role. (2) In each process each function can contribute (there are no empty roles). (3) Return the function of absorbing external issues in the Regional Development and Field Report process to the Community Relations section. (4) Return the conflict management function to the Conflict Management section. So the RACI Matrix chart will be as shown below :

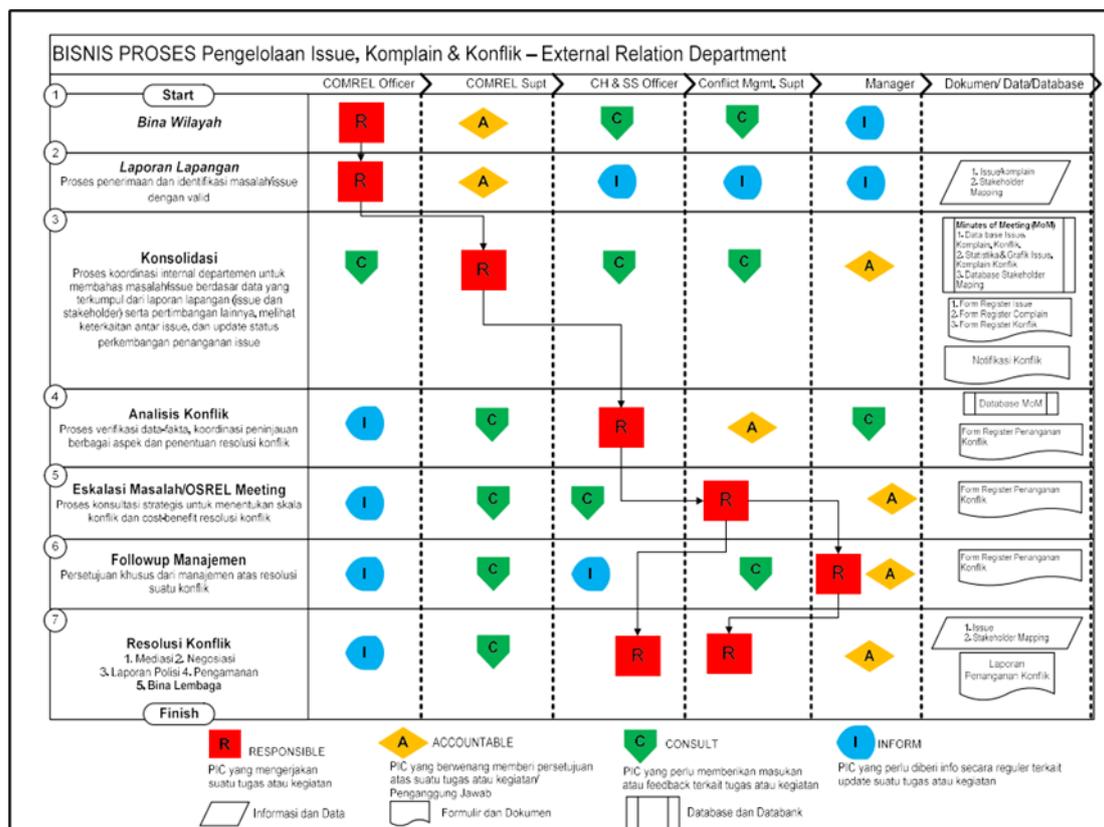


Figure 2 : RACI Matrix Lean

CONCLUSION

Based on the waste findings above, it can be concluded that the concept of Lean Management has not been applied optimally to operations in the External Relations Department (PT XXX). The finding of quite a lot of waste with the RACI Matrix Actual model drawing tool (Figure 1) indicates that there is room for improvement that is very possible so that operations can be more effective and efficient and the products and services produced are of higher quality.

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