

Implementation of Kaizen Culture in Human Resource Development at KB Permata Sunnah Sidoarjo

Arinda Prameswari, Hana Catur Wahyuni*

Department of Islamic Education Management, Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia

Corresponding Email: hanacaturwahyuni@umsida.ac.id*

Abstract. Management is an important process in achieving goals through the coordination and supervision of others. In the context of Early Childhood Education (ECE), effective management is essential to ensure optimal education quality. Teachers play a central role in the success of education, yet a lack of discipline among teachers is often an obstacle. In the midst of increasing competition between schools, improving the quality of Human Resources (HR) is crucial. This article explores the application of Kaizen culture as a strategy to improve the quality of human resources at KB Permata Sunnah Sidoarjo. Kaizen, which focuses on continuous improvement through individual contributions, is applied to establish better work discipline and improve the quality of education. The results of the application of Kaizen are expected to create a more productive work environment and support the success of education in PAUD.

Keywords: Continuous Improvement, Early Childhood Education, Human Resources, Kaizen Culture, Teacher Discipline

1 Introduction

Management is the essential process of achieving desired results through cooperation with others, where leaders direct and supervise subordinates to achieve goals effectively and efficiently. [1] In the context of Early Childhood Education (ECED), good management is necessary to provide optimal educational services. Teachers, as the main element in education, are not only responsible for teaching, but also educating and training students. Unfortunately, challenges such as lack of discipline among teachers often hinder the achievement of educational goals. [2] In the midst of increasingly fierce competition between schools, quality human resources are needed to maintain and improve the quality of education. [3]

One method that can be used to improve the quality of human resources is Kaizen. This method, which focuses on continuous improvement, has proven effective in various fields, including education. [4] Kaizen emphasizes the importance of each individual's participation in the process of change and innovation, so as to improve the performance and quality of HR as a whole. With the application of Kaizen, it is expected to create a new discipline that encourages continuous improvement in educational institutions.

2 Methods

This research uses qualitative literature study and observation. Namely by reviewing and analyzing literature related to PAUD management, the role of teachers, and the application of Kaizen culture in improving human resources. This includes books, scientific journals, articles, and other relevant documents. As for observation, by directly observing the application of Kaizen at KB Permata Sunnah Sidoarjo to understand the practices and challenges faced in its implementation. These observations can include daily interactions, teaching methods, and HR management.

3 Results and Discussion

3.1 Results

After applying research methods that include literature studies at KB Permata Sunnah Sidoarjo, several main findings were found regarding the application of Kaizen culture in improving the quality of human resources:

A. Implementation of Kaizen

The implementation of Kaizen culture in KB Permata Sunnah Sidoarjo shows positive results in improving teacher discipline and performance. [5] The continuous improvement process implemented through the PDCA (Plan-Do-Check-Act) cycle helps in setting work standards, increasing efficiency and improving the quality of education services. [6] Some of the stages that must be carried out by the institution to achieve goals through human resource development based on kaizen are:

a. Planning stage

- 1) Management or Principal builds awareness of employees or teachers of the need for development as a form of upgrading themselves to be better.
- 2) Make a joint commitment by cooperating with internal and external parties of the institution (committees, education consultants, foundations and community leaders or other stakeholders)
- 3) The school prepares a special allocation fund budget to finance the school development plan
- 4) Conduct ongoing training and development programs as an effort to realize the potential and motivate employees
- 5) Provide awards to motivate the performance of employees
- 6) Holding a continuous work program for all employees to improve performance. [7]

b. Organizing

- 1) The institution creates a great team consisting of internal and external people. The actors of this great team are people who have experience in the field of organization and have a high commitment to the institution as a School Development Team.
- 2) Determining the work mechanism
- 3) Overcoming resistance, i.e. some people who refuse to make changes to school policies.

c. Implementation

The implementation of kaizen culture at KB Permata Sunnah begins with standardizing the employees. Some important things to standardize include standardizing work techniques/methods, work time, and work order. By doing innovation, kaizen and maintenance. Here the importance of the role of management or HRD to always check, whether an error made by an employee is the result of a process error or standardization that is not followed[8]. The Principal also conducts briefing activities every week as a means to raise awareness related to 5S[9].

1) Seiri (Summarize)

Summarizing is the activity of sorting necessary and unnecessary items and destroying items that are no longer in use. In practice, employees should remove all items that are no longer needed by the School and make arrangements to prevent disruption or problems at the source. For example, items that have been damaged or have reached the end of their useful life.[10]

2) Seiton (Tidy)

Neatness is the activity of organizing or putting tools and materials in place so that they are easy to find again if needed. This requires each employee to quickly understand where, what and how many items to reduce search time. [11]

3) Seiso (Clean)

Resik is the activity of cleaning all facilities and work areas from irregularities and then returning them to their basic condition by looking for opportunities for improvement. Resik aims to keep every item in the work area in optimum condition and free from sources of contamination. The cleaning process involves removing unnecessary items, sweeping and mopping so that the condition of the area is always maintained and items become well-kept. [12]

4) Seiketsu (Maintenance)

Rawat is a standard cleaning and inspection activity that is in accordance with the basic conditions of the work area (School) by continuing to maintain and maintain the kaizen stages that have been implemented previously. The supervisor or authorized person needs to carry out routine inspections to ensure the implementation of the 3S that has previously been carried out by means of checksheets every day. [13]

5) Shitsuke (Diligent)

Diligence is doing 4S properly until it becomes a habit. Things that must exist for the achievement of shitsuke are:

- i. There is a storage area for goods according to their classification. For example, cabinets or toy containers according to their shape.
- ii. Establishment of good communication between employees
- iii. Rules or work standards that have been determined by the institution are obeyed by employees. [14]

B. Teacher discipline

Data from observations show that teacher discipline has increased significantly after the implementation of Kaizen. Teachers became more aware of their responsibilities and more committed in carrying out their duties.

a. Quality of Education

There is an improvement in the quality of education delivered to students. Observations in the field showed improvements in teaching methods and interactions between teachers and students, which contributed to the achievement of better learning outcomes.

b. Challenges

Despite progress, some challenges remain, including resistance to change among some staff, limited funding for ongoing training, and the need for further adjustments in working standards.

3.2 Discussion

The implementation of Kaizen at KB Permata Sunnah Sidoarjo has been successful in creating continuous improvement in various aspects of HR management. Kaizen, with its principles of continuous improvement and individual participation, has helped improve teacher discipline and education quality. The emphasis on the PDCA cycle allows management to systematically identify areas that need improvement, implement solutions and assess the results. However, challenges such as resistance to change and limited resources need to be addressed with appropriate strategies. Overcoming resistance can involve more communication and training to ensure all parties understand the benefits of Kaizen. To overcome limited funds, management can look for additional funding sources or make more effective budget allocations.

Overall, the implementation of Kaizen contributed significantly to improved performance and discipline at KB Permata Sunnah. However, long-term success depends on a continuous commitment to improvement and adjustment to existing challenges. Continuous evaluation and adjustment of the strategies implemented will ensure that the Kaizen culture continues to provide benefits and support the development of quality human resources in education.

4 Conclusion

The implementation of Kaizen culture at KB Permata Sunnah Sidoarjo has shown positive results in improving the quality of human resources (HR) and teacher discipline. Through the application of continuous improvement principles and the PDCA (Plan-Do-Check-Act) cycle, the institution has succeeded in increasing operational efficiency, improving work standards and improving the quality of education provided to students.

While there have been improvements in the discipline and quality of education, challenges such as resistance to change and limited funding still need to be overcome. To achieve more sustainable improvements, effective strategies in dealing with resistance and better management of resources are needed. Overall, Kaizen contributes significantly to the development of human resources and the quality of education at KB Permata Sunnah. Continued implementation of the Kaizen culture and adjustments to existing challenges will ensure that the institution continues to grow and provide better education to students [15].

4 Acknowledgments

We would like to express our deepest gratitude to KB Permata Sunnah Sidoarjo for their support and cooperation during this research process. Thank you to the leadership and all staff who have committed to the implementation of Kaizen culture, as well as the teachers who have actively participated in improving the quality of education and discipline. Our appreciation also goes to all related parties who have provided moral and material support, as well as all those who have provided valuable input. Without the contribution and cooperation of all parties, this research would not have been able to be carried out properly. Hopefully the results of this research can provide great benefits for the development of the quality of education in the future.

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