

Implementation of Lean Management in Public Administration to Improve the Efficiency of Government Services

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Abstract: Public administration plays an important role in giving effective and efficient service to society. However, various obstacles like complex bureaucracy and waste source power, as well as suboptimal service processes, often become constraints in increasing the quality of service in government. This research aims to analyze the implementation of the lean management concept in administration for public use to increase the efficiency of the government's service. This research uses a qualitative approach with a descriptive method. Data collected through interviews, observations, and analysis document the identification of the implementation of lean management principles. Research results show that implementation of lean management in public administration is effective in increasing efficiency in government service. With reduced waste, simplified bureaucratic processes, and optimized source power, the method speeds up decision-making as well as increasing responsiveness to the needs of society. In addition, the implementation of Kaizen principles allows for sustainable repair through regular evaluation and innovation, having a big impact in the long term. The research results also revealed that training employees in Lean principles does not only increase technical skills but also encourages pattern thinking that is more proactive and innovative. Evaluating sustainable performance based on indicators like time settlement tasks and satisfaction in society becomes a main factor in evaluating the effectiveness of changes implemented. With transparency and culture supportive work repair sustainable, bureaucracy can develop into a more modern, efficient, and interest-oriented system for the public.

Keywords: lean management, public administration, efficiency, public service, bureaucracy, innovation.

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Introduction

Public service is one of the main functions of government in fulfilling the needs of society. However, in practice, public service efficiency often faces various challenges, such as convoluted bureaucracy, use of suboptimal power sources, as well as delay in the administrative process (Dewi & Suparno, 2022). System complex administration and lack of coordination inter-agency often cause delay in settlement service, increase the burden on work employees, and lower satisfaction in society. In addition, there are still lots of government agencies that have not fully applied principle digitalization and innovation in management service, so that results in inefficiency in allocating budget and manpower work (Endah, 2021).

Along with increasing demands from the public for fast, transparent, and accountable service, the government needs to adopt a more strategic and effective approach to increasing efficiency in public service. One of the approaches that can be applied is Lean Management (Alamsyah, 2016). Implementation of lean management in administration is publicly believed to be capable of overcome various constraint bureaucracies by removing activities that are not given marks, increasing employee productivity, and accelerating the service process (Utami, 2023). Lean management, which was initially developed in industrial manufacturing, now has expanded its use to various sectors, including government and bureaucracy. Lean management aims to remove waste and increase efficiency through continuous process improvement. With adopted Lean principles, bureaucracy can increase performance and speed up services as well as give more

value to the community (Sihombing & Puvanasvaran, 2010).

Implementation of lean management in public administration has become more urgent along with increasing demands from the public for more service that is fast, effective, and transparent. The system's slow and convoluted bureaucracy not only hinders public access to public service but also has the potential to increase dissatisfaction as well as lower trust in government (Psomas et al., 2022). With principle Lean basics, namely remove waste, increase efficiency, and orient towards the value provided to user services, agencies and government can design and repeat the administrative process to make it more simple, responsive, and powerful. In addition, the implementation of Lean Management is also in line with the bureaucratic reform program initiated by the government for creating governance that is more government professional and results-oriented (Sari et al., 2020).

In addition to providing benefit in matter efficiency, Lean Management also plays a role in increasing performance apparatus in civil state with push culture to make work more productive and innovative. With identification as well as reduced activities that are not given marks, employees can more focus on the tasks that really matter and have an impact on the community (Wahyudi, 2020). Furthermore, digitalization and automation applied in the Lean concept can help speed up the service process and reduce error administration as well as increase the accuracy and transparency of data. Therefore, the implementation of Lean Management in public administration not only becomes a solution for increasing efficiency but also a strategic step in building a system that is

more government-adaptive, competitive, and ready to face challenges in the digital era (Annisa et al., 2023).

With consideration of problems that have been identified, this research makes an effort to explore how lean management can be applied in an effective way in public administration to increase efficiency in government service. Implementation draft This is not only aiming to reduce waste and simplify bureaucratic processes but also to create a system more service-adaptive and oriented towards community satisfaction. However, the implementation of lean management in the public sector faces various challenges, such as resistance to changes, limitations on source power, and lack of understanding and skills in applying this method. Therefore, this research will also review strategies that can be applied to ensure sustainability and effectiveness of lean management in support transformation service to be more publicly efficient, transparent, and innovative.

Public Administration

Public administration is related fields with management policies, programs, and services organized by the government to fulfill community needs (Mahsyar, 2011). According to Pasolong (2019), public administration can be defined as the implementation of government policy involving planning, organizing, implementing, and evaluating various programs aimed at increasing welfare society. Public administration not only focuses on effective governance but also on how public service can be given efficiently, transparently, and accountably. In its development, the public administration keeps going with experience transformation by adopting various approaches and innovations to

increase quality service to the community (Haning, 2018).

Although the public service still faces various challenges that can hinder effectiveness and efficiency. One of the main challenges is complex and procedural bureaucracy, which often results in delay in the service process (Dwiyanto, 2021). Structure hierarchical and multi-layered organizations can extend time-taking decisions as well as hinder flexibility in adapting service to the needs of society. In addition, the lack of coordination inter-agency in the government also becomes a common problem that occurs where overlapping policies and regulations can slow down settlement in various affairs administration (Febrian, 2015).

Another challenge is limitations on source power, the aspect of budget, technology, and quality source power in human beings. In many cases, budget limitations cause low investment in development system digitalization that can speed up and simplify the service process for the public (Nurlaila et al., 2024). In addition, the lack of competence in the civil state to utilize technology and implement methods that work efficiently also becomes a constraint in increasing performance service. In addition to internal factors, the public administration is also faced with external challenges, such as increasing demands from the public for more services fast and of quality and changing policies that often require adjustment in system administration (Julianti, 2024).

Lean Management

Lean management is an approach to management that focuses on improving efficiency by reducing waste and optimizing the mark for the customer (Bertagnolli, 2018). Concept This was first

introduced in industry manufacturing by Toyota through the Toyota Production System (TPS), which was then developed and applied in various sectors, including public administration. Lean Management has five principles; the main thing that becomes the base of its implementation is (Nurwulan et al., 2021): (1) Value—defining a mark from the perspective of customer or user services ; (2) Value Stream—identifying and analyzing all over process flow to remove activities that are not giving a mark or adding value; (3) Flow—creates a smooth work process without obstacle or delay ; (4) Pull—ensures that a product or service is produced only based on a customer's request to avoid wasting power ; and (5) Perfection—doing repair sustainably to achieve a more advanced, efficient, and optimal process.

In the public sector, the concept of lean management is developing into lean government, which focuses on simplification of bureaucracy and reduction of unnecessary processes for efficiency in public service. Lean government aims to increase the effectiveness of organization in government by removing administrative obstacles, optimizing the use of source power, and speeding up decision-making (Jansen & Estevez, 2013). The implementation of Lean Government does not only reduce waste in the form of time, effort, and budget but also increases transparency and accountability in public service. By applying Lean principles, government can create a more process-efficient system, eliminate duplicate work, and increase public satisfaction with services provided (Radnor, 2010).

One example is the implementation of Lean Government, a bureaucratic reform in various developed countries that aims to speed up service administration,

such as licensing businesses, managing taxes, and providing service in health and education. In the United States, some government institutions use Lean principles to speed up processing documents and reduce time waiting in public service as well as increase the effectiveness of government project management. While that, in the UK, the application of Lean in service health has helped reduce time waiting for patients at home sick and improve efficiency in using medical facilities. Examples This shows that lean management can be applied widely in the public sector to create more government responsiveness and efficiency.

Efficiency Public Service in Government

Efficiency in service government becomes a crucial aspect in ensuring that the source of available power can be used optimally to give maximum benefit to society. Efficiency This refers to how government can organize service with a fast, precise, and economical cost without sacrificing quality (Monoarfa, 2012). In the context of public administration, efficiency is often measured from speed processing service, reduction of bureaucratic procedures that are not needed, and optimization of budget and manpower work. The main challenge in reaching efficiency in service to the government is the existence of a complex system bureaucracy, weak inter-agency coordination, as well as limitations in the utilization of technology and innovation (Wiranti & Frinaldi, 2023). Therefore, that is the needed approach to be systematic and capable of overcome various obstacles mentioned, one of them through the implementation of lean management.

To measure efficiency in public service, there are a number of indicators that can be used. One of the main indicators is time service, namely how fast

a service can be completed from beginning to end. The shorter the time required, the more efficient the service is. Another indicator is cost operational, which reflects how far the government is capable of reducing waste in the budget without reducing the quality of services (Yulanda & Adnan, 2023). In addition, the level of satisfaction the public becomes important in evaluating the effectiveness, efficiency, and service of the public, where the society's satisfaction is increasing, the more efficient the service. Other indicators include the amount of simplified procedures, the level of utilization of human power resources, and the level of utilization of technology in the administrative process (Murniyanti, 2023).

Technology and innovation play a central role in increasing efficiency in public administration. Digitalization of public service through e-government allows the public to access various services online without having to come directly to the government office (Fadri & Fil, 2024). Implementation of system administration based on technology, such as e-KTP, e-Samsat, and online-based systems licensing, has proven capable of speeding up the bureaucratic process as well as reducing physical interaction, which often becomes an obstacle in public service (Malik et al., 2023). In addition, the use of big data and artificial intelligence (AI) in administrative data analysis allows the government to make more decisions fast and data-driven, so that reduces potential errors and improves policy accuracy.

Besides technology, innovation in governance also plays a role in increasing efficiency in public administration. For example, the implementation of the One-Stop Service concept or service-integrated One Door (PTSP) allows the public to get various services in one place, reduce

complicated procedures, and speed up settlement administration (Hanasi, 2024). Innovation also involves other development systems that make work more flexible, such as telework or service based on mobile applications that make it easy to access public services anywhere and anytime. With the more developed technology, government must keep going, adapting and integrating innovation. This creates a service that is more publicly efficient and responsive to the needs of the public.

Method

Types of this research method use a descriptive method with a qualitative approach to give an in-depth overview of the implementation of lean management in public administration to increase efficiency in the government service. The descriptive qualitative method was chosen because this study focuses on deep analysis of the phenomenon that occurs in public administration, not only measuring connection intervariables like in quantitative studies. According to Sugiyono (2016), qualitative methods are used to study research objects that are natural, where researchers play a key role as instruments in the data collection process. Deep data collection techniques are done through observation regarding the administrative process in the agency government, interviews with employees as well as stakeholders involved in public service policies, and studies of documentation of policy as well as supporting regulations on efficiency and bureaucracy. In addition, to ensure data validity, this research uses a triangulation technique, namely merger observation, interviews, and documentation use to obtain more accurate and comprehensive results.

After the data is collected, stage analysis is done in accordance with the model developed by Miles and Huberman in Sugiyono (2016), which includes four main steps, namely data collection, data reduction, data presentation, and data extraction conclusion. Data collection was carried out with research on how the concept of lean management has been applied in public administration, the good from the policy, and also implementation in the field. Furthermore, data reduction is carried out to filter relevant information, eliminating irrelevant data. Significance and identifying patterns are important in improving efficiency in government service. Data presentation is done in the form of a narrative description describing the condition of public administration before and after the implementation of lean management principles. Finally, the withdrawal conclusion is done based on empirical findings that have been analyzed in an inductive way. Through this approach, research is expected to give deep insight into the effectiveness of lean management in overcoming problem bureaucracy and improving public service efficiency in a sustainable way.

Result And Discussion

Implementation of Lean Management in Public Administration

Lean Management offers effective solutions for increasing efficiency in bureaucracy with prioritized principle subtraction waste elimination, improvement flow work (flow improvement), and continuous improvement repair. In public administration, waste often happens in the form of processes that are too long, convoluted procedures, and the use of suboptimal power sources. This results in public service becoming slow, inefficient, and less responsive to community needs

(Simamora & Syah, 2020). With implementing Lean Management, bureaucracy can identify and eliminate unnecessary processes and add value so that it can speed up settlement service without sacrificing quality.

One of the main principles in Lean Management is value stream mapping, which aims to identify every step in a process of service and assess whether the step gives a mark for public or only adds a burden to administration. Through analysis of this, the government can reduce procedures that are not necessary, avoid duplication work, and increase inter-agency coordination. For example, in service licensing, implementing lean concepts can simplify administrative stages so that the public does not need to go through various bureaucratic processes to get required permissions.

In addition, the flow principle in Lean Management emphasizes the importance of smooth work processes so that there are no happening obstacles or annoying delays in efficient service. In the context of public administration, the number of pile documents, limitations on power work, and manual systems that still exist and are used often cause the service process to become slow (Sihombing & Puvanasvaran, 2010). With a lean approach, bureaucracy can apply a more flexible system to work, for example, with digitalization service, sharing more tasks efficiently, and using technology information to speed up the administrative process. Implementing online systems such as e-government and one-stop service has proven to be able to reduce service time significantly and increase public satisfaction.

Sustainable repair or continuous improvement is also an important pillar in lean management, where the government pushed for always evaluating and

improving existing work systems. Employee involvement in the effort to repair this is very necessary for them to feel they have enough involvement in improving quality service. With culture work oriented towards efficiency and innovation, employees and government can be more proactive in finding solutions to various problems and administrative issues faced. Training and development programs capacity employees also become part of the Lean strategy so that they own greater skills and a good understanding of how to manage public service effectively.

In general, comprehensive steps for the implementation of lean management in public administration can be explained as follows:

1. Raising and Preparing Everyone for Involvement. Implementation of lean management will not succeed without the existence of involvement and full support from all employees and stakeholders interested in bureaucracy. Therefore, the first step is to raise commitment from every individual in the organization, starting from the leader until the operational staff. This process can be done through socialization about the benefits of lean management, training for employees, and the formation of a special team responsible for answering implementation. With this approach, employees will understand the urgency of change and feel their own role is important in repair system administration.
2. Spreading the word Lean to Concept Everyone. After commitment begins to form, the next step is to ensure that every individual in the organization understands Lean Management concepts and principles. This can be done through training, workshops, seminars, and discussion sessions that

discuss how Lean can be applied in everyday work. In addition, the dissemination of concepts can also be done through the organization's internal media, such as a newsletter, email, or digital platform that explains Lean principles in a general, simple, and applicable way. With the dissemination draft of this, it is expected all employees will have the same understanding about how lean management can increase efficiency, work, and quality service to the public.

3. Implementing Lean Principles. After understanding how Lean Management is built, organizations start applying Lean principles in activity administration in public. Some step in implementation This covers identification of work processes that are not efficient, reduction of waste in bureaucracy, as well as simplification of procedure administration. Digital technology can also be utilized to speed up and simplify services, such as implementing e-government systems, inter-agency data integration, and automating administrative tasks. At this stage, this is very important for involving employees in giving input and suggestions for implementing Lean principles in action effectively and appropriately with needs in the field.
4. Evaluating the Implementation Process. Evaluation is an important part of the implementation of lean management to ensure that the principles applied truly give a positive impact to efficient public administration. Evaluation can be done periodically with measuring performance before and after Lean implementation. Some indicators that can be used in evaluation are about time processing service, level of

satisfaction in society, and effectiveness of management source power. In addition, the organization can do internal and external surveys to get feedback from employees and also the public related to the changes that have been made.

5. Utilizing Evaluation Results for Optimizing Success. The final step in the implementation of lean management is using results evaluation for process improvement and sustainable refinement. If you find an obstacle or challenge in implementation, then you need to make strategy adjustments to achieve more optimal results. In addition, the practice that has been proven to be the best and has been proven effective can be made into a standard for application in a much wider range of bureaucracies. Culture work oriented towards improving quality service must keep going and be maintained so that lean management does not only become a short-term project but also becomes part of a system efficient, innovative, and responsive to the needs of the public.

With the implementation of lean management in public administration, many benefits are brought, especially in speeding up service, reducing complicated bureaucracy, and using source power more efficiently. By eliminating unnecessary processes, public service can be faster, effective, and economical in cost. This allows the government to allocate the budget more carefully, so the benefits can be directly felt by the community. In addition, Lean Management encourages employees to be more active to increase efficiency at work. With their involvement in the process of improvement, work culture becomes more collaborative and innovative.

This method also helps bureaucracy become more responsive to changes and needs in society. With a flexible and ongoing approach updated, government can more quickly adapt policy as well as present more modern services. In the digital era such as now, the ability to adapt is critical for service still in accordance with hope society. Not only internal efficiency, Lean Management also improves satisfaction in the public as a user service. More services that are fast, transparent, and easy to access make the public more trusting and supportive of government policy. When the service is better, society is also more satisfied and feels more noticed. In Overall, Lean Management is step strategic for create more government effective, modern, and oriented towards excellent service. With reduced waste, speeding up work processes, and increasing involvement of employees and satisfaction of society, the system of bureaucracy can become more efficient and impactful and positive for the progress of the country.

Public Service Challenges Addressed Through Lean Management

Lean management can become an effective solution for overcoming various challenges faced in public service. Some challenge, among others:

1. Convoluted and Slow Procedures

Lean management in bureaucracy aims to eliminate waste in the administrative process by reviewing each existing step. Procedures that do not provide a plus sign, such as document repetition, excessive approvals, or irrelevant stages, can be eliminated or simplified. With this approach, bureaucracy can transform to be more efficient and responsive to the needs of the community. In addition, continuous evaluation of the administrative process

allows government agencies to adapt their work systems to technological developments and dynamic public needs. The application of lean management can also increase transparency and accountability in public services. With more concise and structured procedures, the public can access services more quickly without getting caught up in a convoluted bureaucratic chain. Reducing unnecessary administrative stages helps officials make more timely and data-based decisions. Thus, bureaucracy is no longer an obstacle but rather an instrument supporting the effectiveness of governance and improving the quality of public services.

2. Waste of Time and Resources

In traditional bureaucratic systems, the accumulation of documents, repetitive tasks, and unnecessary waiting times are often the main obstacles in the provision of public services. Many administrative processes still use conventional methods with many stages of verification and approval that are repeated, resulting in inefficiency. Lean management is present as a solution by identifying activities that do not provide add and delete signs. Evaluation of existing processes is carried out comprehensively to find out which stages can be cut or simplified without reducing the quality of service. Thus, the administrative burden can be reduced so that human resources and budget can be allocated more effectively.

In addition to reducing excessive bureaucratic stages, Lean Management also encourages the use of technology to speed up the administrative process. Document digitization, system automation, and the use of real-time data enable faster and more accurate decision-making. For example, the use of an e-government system can reduce dependence on physical documents and

speed up the approval and archiving process. In addition to increasing efficiency, this also helps create a more transparent and accountable bureaucracy because data can be easily accessed and the risk of administrative errors is reduced. However, lean management not only optimizes public services but also increases public trust in a more modern and responsive bureaucratic system.

3. Lack of Inter- Departmental Coordination

Lean management encourages cross-functional involvement by strengthening coordination between departments within an organization or government agency. In traditional bureaucracy, each department often works in a siloed manner with its own systems and procedures, which can lead to duplication of work, delays, and inconsistencies in decision-making. With the Lean approach, various work units are encouraged to collaborate, share information, and align procedures to be more efficient. For example, in public services, integration between agencies allows for faster document processing without having to go through repeated administrative stages. In addition, cross-functional collaboration allows bureaucratic problems to be identified and resolved more effectively. With better communication between departments, obstacles in the work process can be quickly resolved, and innovative solutions are easier to implement. Good coordination also ensures that every decision is based on more complete data and diverse perspectives so that the quality of public policies and services improves. With Lean Management, the bureaucracy not only becomes more efficient but also more adaptive to change, ensuring that public services can run more responsively and professionally.

4. Resistance to Change

The application of lean management focuses not only on efficiency but also on change management within the organization, including overcoming barriers to innovation and process improvement. In many cases, bureaucracy tends to maintain lengthy procedures due to uncertainty about change or concerns about increasing workload. Lean management overcomes this by encouraging active involvement from all parties, from management to operational staff, in identifying problems and finding better solutions. By providing opportunities for each individual to contribute to process improvement, barriers can be reduced because change is no longer seen as a threat but rather as part of a better improvement system. One effective method in the Lean approach is Kaizen, which emphasizes continuous improvement through the participation of all staff. By involving employees in discussions, brainstorming, and evaluating work processes, Kaizen helps create a work culture that is more flexible and adaptive to change. Employees who feel they have their own role in the improvement system tend to be more receptive to innovation and more proactive in finding methods to improve efficiency. In addition, this approach also builds a sense of ownership of the work and increases team motivation. However, Lean Management does not only simplify bureaucracy but also encourages changes in organizational culture that are more dynamic, collaborative, and innovative.

5. Suboptimal Employee Performance

Lack of employee involvement in innovation and improvement often causes bureaucracy to become stagnant and less responsive to community needs. Many employees feel that the tasks they do are just following existing procedures without

any space to provide their own input or innovation. This can hinder the improvement of service quality because employees who are on the front lines of service do not have their own role in designing the improvement system. By implementing lean management, organizations encourage employee involvement in continuous improvement, where each individual has the opportunity to convey ideas, identify problems, and find solutions together. Thus, employees not only become policy implementers but also become active agents of change in improving the efficiency and effectiveness of services. When employees are involved in the innovation process, they will feel more appreciated and motivated to work better. With space for them to contribute, their sense of ownership of the work increases, which ultimately has a positive impact on productivity and the quality of service provided. Lean methods, such as Kaizen, teach that improvement does not have to come from the management level alone but can come from anyone who has a direct understanding of the problems that occur in the field. This approach creates a more dynamic work culture, where innovation and efficiency become part of everyday routine work. However, lean management not only improves the quality of public services but also creates a more collaborative and productive work environment.

Successful Strategy for Implementing Lean Management in Increasing Public Service Efficiency

To implement effective Lean Management in public services, some main strategies that can be followed are:

1. Assessment and Process Understanding

The first step in implementing Lean Management is to comprehensively

understand how the current workflow in the organization works. This is done by mapping each stage of the process, identifying points, bottlenecks, and activities that do not add value. This process requires a collaborative approach, where all stakeholders — including operational staff, managers, and even service users — are involved to provide input. By understanding how the bureaucracy works from multiple perspectives, organizations can identify potential inefficiencies that are not only seen from the management perspective. In addition, involvement from all parties at this early stage is essential to create a sense of ownership for the changes that will be made. By inviting staff to contribute to the process analysis, they will better understand the reasons behind the changes and be more open to improvement initiatives. Techniques such as Value Stream Mapping (VSM) can be used to visualize the workflow in a clearer way, helping to identify redundancies, delays, or bottlenecks in the bureaucracy. With this transparent and data-driven approach, organizations can prioritize the most impactful improvements, making Lean implementation more effective and sustainable.

2. Employee Training and Education

Practicing Lean Management principles with employees is a crucial step to ensure successful implementation. This training focuses not only on technical skills, such as waste identification methods or applying Lean tools such as Value Stream Mapping, but also on understanding the basic concepts of Lean, such as eliminating non-value-added activities, increasing efficiency, and a culture of continuous improvement. With a good understanding, employees can see how Lean principles can be applied in their

daily work and how small changes made consistently can have a big impact on organizational performance. In addition to improving technical skills, Lean training also aims to change the mindset of employees to be more proactive in finding solutions and open to innovation. Lean management emphasizes the importance of the involvement of each individual in improvement efforts so that employees do not only act as implementers but also as agents of change in the organization. By building a culture that values efficiency and innovation, employees will be more motivated to participate in continuous improvement initiatives. As a result, the organization will not only be more productive but also more adaptive to change and able to provide faster, quality services and be responsive to public needs.

3. Use Technology to Support Lean

The application of information technology plays an important role in supporting the implementation of Lean Management by simplifying bureaucratic processes and increasing work efficiency. Digital-based management systems, such as e-government, allow the automation of previously manual tasks that are time-consuming and resource-intensive. For example, document digitization can reduce the need for printing and storing physical archives, thereby accelerating information access and reducing the risk of data loss. In addition, digital systems allow employees to access and process documents from multiple locations, reducing delays due to reliance on paper-based procedures. With this technology, various bureaucratic stages can be reduced so that public services become faster and more efficient. In addition to reducing waste, technology also increases transparency and accountability in the

bureaucracy. With a digital system, each process can be monitored in real-time, allowing management to identify obstacles and make improvements more quickly. For example, by implementing an online permit processing system, the public can track the status of their applications without having to come directly to government offices, reducing queues and speeding up services. Technology also supports data-based decision-making by providing more accurate analysis of bureaucratic performance. By integrating technology into the implementation of Lean, organizations can create public services that are more responsive to bureaucracy, transparent, and oriented towards improving quality.

4. Implementation of Kaizen Method

One of the main principles of Lean Management is continuous improvement, which is realized through the Kaizen approach. With Kaizen, every unit in the bureaucracy is encouraged to regularly evaluate their work processes and identify opportunities for improvement, both in terms of efficiency and service quality. This evaluation does not have to be in the form of major changes that require large resources, but can start with small improvements that can be implemented quickly and the benefits can be felt immediately. For example, simplifying the document submission process by eliminating unnecessary stages or adopting a digital queuing system to reduce waiting times for public services. These small improvements, if carried out consistently, can produce major changes in increasing the effectiveness of the bureaucracy in the long term. This approach also creates a more adaptive and innovative work culture, where every employee has an active role in finding

solutions and improving the quality of their work. With regular forums or meetings to discuss obstacles and ideas for improvement, employees feel more appreciated and have a sense of ownership of the change process. This not only increases work motivation, but also accelerates the implementation of innovation because changes are made gradually and continuously. In the long term, organizations that implement Kaizen consistently and effectively will be more flexible in facing challenges, more efficient in managing resources, and more responsive to community needs.

5. Periodic Measurement and Evaluation

The implementation of Lean Management in bureaucracy requires a clear and structured performance measurement system to ensure that every improvement truly has a positive impact. Key Performance Indicators (KPIs) such as task completion time, level of public satisfaction, and efficiency of resource use must be established so that the results of the changes can be measured objectively. For example, if a public service unit implements a digital queuing system, measurable indicators include the average waiting time before and after the system is implemented, as well as the level of user satisfaction with the changes. With measurable metrics, organizations can evaluate whether the changes made actually increase efficiency or simply change procedures without providing a real impact. In addition to initial measurements, periodic evaluations are also an important step in ensuring that the bureaucracy continues to move towards greater efficiency. Regular performance audits can help identify areas that still need improvement and adapt Lean strategies according to evolving needs. In addition, transparency in reporting

evaluation results allows each unit to learn from each other's experiences and adopt best practices that have proven successful. With this approach, the implementation of Lean Management is not just a momentary project improvement, but develops into a sustainable work culture that encourages innovation and efficiency in the bureaucracy.

Conclusion

The application of Lean Management in public administration is an effective strategy to improve the efficiency of government services. With key principles such as reducing waste, improving workflow, and continuous improvement, this method is able to simplify bureaucracy, optimize resources, and increase government responsiveness to community needs. In addition, Lean Management also encourages employee involvement in innovation and improvement, thus creating a more productive and collaborative work culture. Challenges such as slow bureaucracy, lack of transparency, and suboptimal use of technology can be overcome with this approach. The impact is that public services become faster, more effective and more accessible, which ultimately increases public satisfaction with the government. The application of Lean Management in bureaucracy is a strategic step to increase efficiency, accelerate decision-making, and improve the quality of public services. By eliminating unnecessary processes that add value, adopting information technology, and encouraging cross-functional involvement, bureaucracy can transform to be more responsive and adaptive. The Kaizen method in Lean ensures that improvements are made continuously through periodic evaluations and suggestions for small changes that, when

accumulated, will have a big impact in the long term. In addition, employee training in Lean principles not only improves technical skills, but also changes their mindset to be more proactive and innovative in facing challenges. The success of Lean in bureaucracy is highly dependent on proper performance measurement and periodic evaluation to ensure the effectiveness of each improvement. Indicators such as task completion time, community satisfaction, and resource utilization efficiency are key in evaluating the impact of changes implemented. With a work culture that supports sustainable improvement and transparency in reporting evaluation results, bureaucracy can continue to develop into a more efficient and public interest-oriented system. Therefore, Lean Management is not only a method to improve efficiency, but also a foundation in creating a more modern, innovative and highly competitive bureaucracy.

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