Organizational Culture: The Key for Successful Application of Lean Production System

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Abstract
Today, we live and work in a dynamic environment where increasing global competition and shifting social expectations demand new managerial responses. Organizations are being reinvented around themes of 'participation', 'involvement', 'flexibility', 'teamwork' and more. All this is accompanied by renewed quests for productivity, competitive and distinctive advantages through operating efficiency, new technology and total dedication to product quality and customer satisfaction. Lean production system is one of systems which created to reach those goals. In fact, many organizations fail to apply this system, although they have a good knowledge about lean system. Why? The focus of using a set of lean tools is just in time without considering organizational culture is pointed as its cause. It means that lean tools applications are viewed as a "lean thinking", not followed by understanding the whole systems as an integrated. Toyota Corporation is one of the company which success in application this system. The key success is the changing of mindset of the employees both operational level and managerial level. The changing is influence the employee's values, perspectives, attitudes and behavior. Finally, it's creating lean culture and consistence application throughout an organization. Lean culture is needed to make this system running well in all dimensions, philosophy, technical, and management as well as human resources aspects. Furthermore, building lean culture is not an instant process. It means that an organization must be followed a set of processes and stages. Yet, sometimes there is employee resistance for many reasons. The using of ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) Model could overcome the employee resistance, so that lean culture system constantly applied in throughout an organization.

Key words: Lean Production System, Lean Culture, Mindset, Adkar Model