

Science, Movement and Health, Vol. XVIII, ISSUE 2, 2018

June 2018, 18 (2): 179 - 185

Original article

THE REQUIREMENTS OF APPLYING THE GEMBA KAIZEN METHOD TO INCREASE THE ADMINISTRATIVE EFFICIENCY OF YOUTH CARE WORKERS AT SOUTH VALLEY AND ASWAN UNIVERSITIES

WALID RIZKBADR¹

Abstract

Objective. The concept of Gemba Kaizen appeared to exist at the hands of the Japanese expert Masaki Emi, and the word Gemba means the actual work site. Kaizen is a Japanese word consisting of two parts, kai and zen, which meaning the continuous improvement. It is defined as the search for continuous improvements in premises, materials, work and production methods by encouraging suggestions and ideas by the task forces in institutions. The aim of study is to discover the requirements of applying the Gemba kaizen method to increase the administrative efficiency of youth care workers at south valley and Aswan universities

Methods. The research community included the directors of the departments and the activities specialist under the auspices of the youth in South Valley and Aswan universities in the academic year 2017/2018. The total number of students was 110 and the sample was randomly selected. The sample was 75 members. After excluding the sample applied to the survey, the researcher distributed the number (55) form, and recovered (50) form valid for statistical analysis by (66.67%).

Results. The results indicated that,

- Themembers of the research sample believe that there is an availability of the technical requirements of the Gemba Kaizen method to raise the administrative efficiency of the youth care workers in the South Valley and Aswan universities.
- There is an availability of the administrative requirements of the Gemba Kaizen method to raise the administrative efficiency of the youth care workers in the South Valley and Aswan universities.
- There are some obstacles facing the application of Gemba Kaizen method in the care of young people in the South Valley and Aswan Universities.

Conclusion. Youth care faces some obstacles to applying the Gemba Kaizen method in the care of young people in South Valley and Aswan universities with a (72.12%) approval.

Keywords: Gemba Kaizen Method, Administrative Efficiency, Youth Care.

Introduction.

The rapid development of many administrative and technical concepts has prompted service and industrial institutions to search for appropriate methods, strategies and strategies to achieve their objectives and to enhance the services and products provided with their resources and potentials. The development of customers and beneficiaries has resulted in improvements to business. Traditional management no longer meets the requirements This era is no longer suitable for a society of constant knowledge of renewal and change in a rapidly developing and highly competitive world. Its most prominent features are speed, quality, precision and achievement.

One of the modern management methods is the Gemba Kaizen method, a simple management style in its concept and application. It introduces small incremental improvements that reduce costs and waste and increase productivity.

The concept of Gemba Kaizen appeared to exist at the hands of the Japanese expert Masaki

Emi, and the word Gemba means the actual work site. Kaizen is a Japanese word consisting of two parts, kai and zen, which meaning the continuous improvement.

It is defined as the search for continuous improvements in premises, materials, work and production methods by encouraging suggestions and ideas by the task forces in institutions.

It also provides solutions to problems, teamwork, cost reduction, and ease of communication between staff, management and beneficiaries, regardless of location.

The Gemba Kaizen has been adopted by Toyota, Mitsubishi and Toshiba, and the success of the Japanese comes back to this style.

The aim of using the Gemba Kaizen method in the institutions is to improve the loyalty of the beneficiaries, analyze the data before the decision-making process, provide a database of decisions and speed of taking, time management, leadership skills and removal of barriers between departments and functions.

¹Faculty of Physical Education -Aswan University, Egypt

E-mail address: amr297@aswu.edu.eg

Received 8 may 2018 / Accepted 30 may 2018

The application of this method in any of the departments of the institution has great benefits, in the administrative department leads to reduce errors and problems and the speed of resolution and improve the quality and profits and increase the satisfaction of employees and beneficiaries, and access to perfection and error free and improve the performance of employees.

The most important foundations and requirements for the success of the Gemba Kaizen method are:

1 .Commitment and support of senior management and provide a positive regulatory environment that stimulates workers in production.

2 .Change in the culture of the institution and in the ideas of the staff towards applying the Gemba Kaizen method through motivation, guidance and training for all employees and their participation in decision making.

3 .Education and training that raise the level of expertise required of individuals and convince them of the usefulness of this method and its application.

4 .Understand the cause and effect and make informed decisions based on data and information.

5 .Gemba Kaizen's focus on beneficiary satisfaction.

6 .Clear definition of standards and procedures to include beneficiary requirements.

7 .Availability of an effective communication system. Many of the Gemba Kaizen outputs are produced through teams.

8 .Linking the Gemba Kaizen method to human resources.

9 .Information technology, which means receiving, organizing and helping to make effective decisions for the institution.

10 .Linking the Gemba Kaizen method to the beneficiaries of the service.

The integration of the principles of the Gemba Kaizen method through the information available to senior management to enhance the effectiveness of the decision-making process, which is based on the actual facts obtained from various entities in the institution, will provide an important information base that the institution can refer to when necessary in making important decisions.

The Gemba Kaizen method is a modern management style that manages the problem of space and time with the right accuracy and speed, to achieve continuous and progressive development of performance, and to generate real value on the ground through the administrative and technical requirements for visual communication. In the care of youth at the university.

The transparency required by the Department can only be achieved through the application of three important strategies:

1. Determine the rules governing the work: which must be clear and serve the mission of the university institution in the best way, and features flexibility, and these rules include the identification of tasks and methods and standards of performance measurement and methods of review and evaluation through the study of objectivity and a scientific methodology simple and clear.

2. Disinfection: This is an important strategy that necessitates getting down to the ground to diagnose the problems and their causes accurately so that the proper treatment can be described. The cleansing extends to tools, equipment, methods and policies.

3. Elimination of waste in activities and wealth: One of the forms of waste in universities put the university institution in the service of the administration, also requires the elimination of waste setting the boundaries between methods and objectives and emphasize the concept of management in the service of the University and the participation of others vision of the future.

The university education is the main engine in the process of development in all its economic, social and cultural dimensions, and a condition of human development. It is an active factor in the development of individuals' own capabilities, in addition to being the main source of human welfare.

From the observation of the administrative reality in the Egyptian universities, we find that there are many problems and challenges in the light of globalization, the revolution of information and communications and the global fluctuations in the world of economy and its repercussions on the labor market. The care of youth in the university is one of the most important departments entrusted with dealing with all students. To launch the energies of youth people and refining their talents and develop their abilities to think and train them early training and leadership, through programs and projects of sports activities, social and cultural and artistic camps and participate in them, including the changing needs of student beneficiaries, the requirements of development, and the keeping up with modern knowledge and techniques.

Several studies and scientific researches have dealt with the study of student activities in universities, the work of youth care professionals in universities and some departments of student activities, evaluation of the effectiveness of the programs and programs of student activities in the university and found that the care of youth in the university faces many pressures, challenges and problems. The traditional administrative methods used, which are no longer suitable to keep pace with the new knowledge society constantly changing and try to apply modern methods to keep up with the knowledge, including the method of

Gemba Kaizen, which leads to increase efficiency, the development of services, improve the quality and raise the efficiency of the performance of employees in the care of youth people at the university.

We find that the use of the Gemba Kaizen method in educational institutions, including universities, contributes to the development of performance and improves the performance of individuals in order to facilitate the achievement of the educational goals of the educational institution. It also contributes to improving its management, raising the morale of its employees, and thus the sense of job satisfaction with performance, achievement, and overcoming the state of tension and anxiety towards the future of the administrative and educational institution.

The researcher believes that despite what was written about the method of Gemba Kaizen, it has not received enough attention from researchers in the Arab world and Egypt, and there is weakness in the practice of this method of management in universities in general, prompting the researcher to **Results.**

Table 1. The relative importance of the terms of the axis of the availability of the administrative requirements of the Gemba Kaizen method to raise Administrative Efficiency of Youth Care Workers at South Valley and Aswan universities

No.	Item	Responding degree			Estimated weight	%
		1	2	3		
1	A set of student activities plans are developed in the youth care of the university in which goals and priorities are defined.	7	17	26	119	79.33
2	The strengths and weaknesses of youth care are identified through ongoing monitoring and evaluation	10	24	16	104	70.67
3	Multidisciplinary and task forces are formed and priorities are focused on providing the necessary resources for the implementation of programs and activities	11	21	18	107	71. d
4	All available energies and competencies are invested in the youth care of the university	12	14	24	112	74.67
5	An effective communications system is available in both directions between the manager and the employees, or between the university and outside the university.	9	16	25	116	77.33
6	Youth care at the university has an organizational structure that suits the application of modern management methods such as the Gemba Kaizen method.	8	28	14	106	70.67
7	All youth care workers at the university are encouraged, guided and trained to participate in decision-making	11	23	16	105	70.00
8	The senior management works to provide a positive organizational environment that helps the youth workers in the university to work and excellence	11	22	17	106	70.67
9	All posts at the University's Youth Care are placed under constant supervision	6	32	12	106	70.67
10	Senior management supports and convinces the application of modern management methods such as the Gemba Kaizen method.	12	15	23	111	74.00
11	The appropriate democratic leadership style is applied to implement the Gemba Kaizen method, which allows the participation of youth care workers in the university in setting goals, making decisions and expanding the delegation of powers	8	27	15	107	71.33
12	A large database of student beneficiaries, their wishes and needs are available.	9	15	26	117	78.00

address this subject, to know the availability The requirements of applying the Gemba Kaizen method to raise the administrative efficiency of youth care workers in South Valley and Aswan universities, from the point of view of the youth care workers in the university, and what are the most important obstacles that may face its application?

The aim of the research is to identify the availability of the requirements of the Gemba Kaizen method to increase the administrative efficiency in the youth care of the university.

Method.

The research community included the directors of the departments and the activities specialist under the auspices of the youth in South Valley and Aswan universities in the academic year 2017/2018. The total number of students was 110 and the sample was randomly selected. The sample was 75 members. After excluding the sample applied to the survey, the researcher distributed the number (55) form, and recovered (50) form valid for statistical analysis by (66.67%).

It is clear from the table that there is an availability of the administrative requirements of the GembaKaizen method to raise the administrative efficiency of the youth care workers in the South Valley and Aswan universities.

Table 2. The relative importance of the terms of the axis of the availability of the technical requirements of the Gemba Kaizen method to raiseAdministrative Efficiency of Youth Care Workers at South Valley and Aswan universities

No.	Item	Responding degree			Estimated weight	%
		1	2	3		
13	Training courses are conducted periodically to raise the administrative efficiency of the youth care workers in the university	8	26	16	108	72
14	There is a climate of cooperation, team spirit and teamwork among youth care workers at the university.	8	10	32	124	82.67
15	Train employees and convince them of the usefulness of non-traditional management methods for the performance of the work of Gemba Kaizen and its application in the care of youth in the university until the work is done with great enthusiasm and enthusiasm.	7	17	26	119	79.33
16	Emphasis is placed on actual workplaces where value-adding processes are performed for students	11	17	22	111	74
17	The directors of departments in the youth welfare of the university understand the work, its procedures and all the technical aspects surrounding it	9	16	25	116	77.33
18	The work environment of youth is appropriate and compatible with the university culture, values, mission and vision.	9	23	18	109	72.67
19	Encourage the process of communication and exchange of information among youth care workers at the university	11	6	33	122	81.33
20	Emphasis is placed on the satisfaction of students benefiting from youth care services and activities at the University by improving the quality of services provided.	7	8	35	128	85.33
21	Provide opportunities for youth care workers at the university to develop their practical skills through training.	8	29	13	105	70
22	There is a spirit of partnership among the directors and youth care workers at the university.	8	18	24	116	77.33
23	Conscious decisions are made after understanding the cause and effect and based on data and information	8	24	18	110	73.33

It is clear from the table that the members of the research sample believe that there is an availability of the technical requirements of the Gemba Kaizen method to raise the administrative efficiency of the youth care workers in the South Valley and Aswan universities.

Table 3. The relative importance of the terms of the axis of obstacles to the application of the Gemba Kaizen methodin the care of youth at South Valley and Aswan Universities

No.	Item	Responding degree			Estimated weight	%
		1	2	3		
24	Administrative leaders are preoccupied with managing paperwork and routine correspondence and separating them from the ground by spending most of their time in offices	11	22	17	106	70.67
25	The spread of the phenomenon of administrative violence to become a culture of fear in the culture of youth at the university and this may lead to misleading facts	7	30	13	106	70.67
26	The full commitment of the workers to the procedures leads to the decline of creativity queen	12	13	25	113	75.33
27	Lack of precision in the selection of some administrative leaders in the care of youth in the university	7	17	26	119	79.33
28	Hiding the negatives and not benefiting from them in the care of youth in the university for the purpose of change and development, and focus on the pros and exaggeration in how to achieve them	8	29	13	105	70
29	The culture of work within the care of youth in the university is to blame and criticism and not always seek solutions that prevent the	10	24	16	106	70.67

	recurrence of problems.					
30	Loading administrative leaders responsible for all errors may cause the killing of the risk and innovation in the care of youth at the university	12	14	24	112	74.67
31	Fearing some workers that the change may involve the extent of their validity	11	16	23	112	74.67
32	Inadequate administrative and financial conditions at the university to the requirements of applying the Gemba Kaizen method	9	27	14	105	70
33	The statistics and reports, which may not be free of the personal factor, shall be relied upon exclusively in the evaluation of the work in the care of youth in the university and its implementers and administration.	10	25	15	105	70
34	There is a lack of patience for change in the staff of youth care at the university	8	28	14	106	70.67

It is clear from the table there are some obstacles facing the application of Gemba Kaizen method in the care of young people in the South Valley and Aswan Universities.

Discussion.

There are statistically significant differences between the responses of the sample members of the research for all the axis expressions in favor of the largest duplicates. Centigrade ranged from 70% to 79.33%.

The terms 1, 12, 5, 4, 10 and 11 respectively were in the first rank and obtained a percentage ranging from 74% to 79.33%. The study found that the content of the expressions is available as a requirement for the implementation of the Gemba Kaizen method in the youth care of the university. It is related to the existence of plans for student activities in youth care in the university, where the goals and priorities are defined. The database also contains a large database of the students, their wishes and their needs. For communication between the manager and the employees or within the university and there is support and conviction from the senior management of the application of modern management methods such as Gemba Kaizen, and the democratic leadership style suitable for the implementation of the Gemba Kaizen method, which allows the participation of workers in the development of goals and decision-making and expansion in Delegation of authority is prevalent in the care of youth at the university.

Phrases 3, 8, 2, 6, 9 and 7 obtained a percentage ranging between (70% - 71.33%). The significance of the expressions in favor of the answer was somewhat significant. They believe that the content of these terms in relation to the axis is somewhat available as a requirement to apply Six Sigma approach to youth care at the university, but it needs more attention and support to fit the Gemba Kaizen approach, namely that multi-tasking and task forces are formed and focus on resource allocation priorities Necessary for the implementation of programs and activities, and that the organizational climate needs to be developed

The organizational structure of youth care at the university needs some development to suit the application of modern administrative methods such as the Gemba Kaizen method. The process of follow-up and continuous evaluation Needs more attention to suit the application of the Gemba Kaizen method, and that all youth care workers at the university are motivated, trained and involved in decision-making.

According to (S. Jagdeep & S. Harwinder,2009) Gemba Kaizen is not a method of crisis management but it is a continuous platform for managing everyday events in its place and time. The management style derives its value from the realism and the transparency of vertical and horizontal relations in the pillars of institutional work.

The percentage of the total number of expressions of the axis (73.22%) indicating the availability of administrative requirements of the Gemba Kaizen method to raise the administrative efficiency of youth care workers in South Valley and Aswan universities to a good degree, from the point of view of the members of the research sample.

Thus, the researcher has answered the first question, which is the availability of administrative requirements for the method of Gemba Kaizen to raise the administrative efficiency of the workers in the care of young people at South Valley and Aswan universities?

There are statistically significant differences between the responses of the members of the research sample for all the axis expressions in favor of the largest duplicates. (70% - 85.33%). The terms 20, 14, 15, 17, 22 and 16 respectively were in the first order and obtained a percentage ranging from 74% to 85.33%. The percentage table It has the meaning of the phrases in favor of the answer (yes) indicating that the members of the research sample They believe that the content of the phrases

is available as a requirement to apply the Gemba Kaizen method in the youth care of the university, which is that there is a great focus on the satisfaction of the students benefiting by improving the quality of the services provided on a continuous basis and cooperation and teamwork among the workers. And the importance of non-traditional management methods for the performance of work as a method of Gemba Kaizen to accomplish the work with enthusiasm and vigor is high, and the directors of departments in the care of youth in the university is very knowledgeable about the work and procedures and technical aspects, and there is a spirit of partnership between managers and employees, to focus on the actual site where the operations are value added for students.

While the terms 23, 18, 13 and 21 respectively in the last rank, and the table indicates the significance of the percentage of the significance of the statements in favor of the answer (to some extent), indicating that the members of the research sample see that the content of these terms regarding the axis is available to a limit What is required is to apply the Six Sigma approach to youth care at the university, but it needs more attention and support in order to apply the Gemba Kaizen method, namely that conscious decisions are made after understanding the cause and effect and based on data and information. With the university culture Values, mission and vision, and the university need more attention to the work of training courses periodically to raise administrative efficiency and the development of workers in the care of young university skills.

these results constant with (A. Schultz, 2013) which indicated that the use of this method in the institutions will lead to many results (quality, synergy, participation of all employees, desire for change, quality workshops, personal discipline, improving morale, teamwork in a team spirit)

The percentage of the total number of expressions of the axis (76.85%) indicating the availability of technical requirements of the Gemba Kaizen method to raise the administrative efficiency of youth care workers in South Valley and Aswan universities very well, from the point of view of the members of the research sample.

Thus, the researcher has answered the second question, which is the availability of technical requirements for the method of Gemba Kaizen to raise the administrative efficiency of workers in the care of young people at South Valley and Aswan universities?

There are statistically significant differences between the responses of the members of the research sample for all the axis expressions in favor of the larger frequencies. (70% - 79.33%). The terms 27, 26, 30 and 31 were ranked in the first order. The significance of the terms of the

statements indicates that the respondents' Is available as one of the constraints facing the application of Gemba Kaizen method In the care of youth in the university, which is related to the need to reconsider how to select some of the administrative leaders in the care of young people, as the members of the research sample that the full commitment of the workers of the procedures lead to a decline of creativity and creativity, Causes risk-killing and innovation, and there are concerns that some workers may change their validity.

While the terms 24, 29, 34, 25, 33, 32 and 28 respectively were in the last rank. The significance table indicates the significance of the statements in favor of the answer (to a certain extent) To a certain extent as one of the obstacles that may face the application of the Gemba Kaizen method in the care of youth at the university, which is that the administrative leaders are somewhat preoccupied with paper management and routine correspondence and separation from the ground spend most of the time in the offices, and the culture of blame and criticism rather than seeking solutions Preventing recurrence of problems exists to some extent in youth care And there is a lack of patience for change and the spread of administrative violence, which may force the leaders of the middle to conceal the facts or coloring some of the workers in the care of youth in the university, and rely to a certain extent on the statistics and reports_ which may not be free of the personal factor in the assessment Work in the care of youth in the university and its implementers and management, and the inadequacy of the administrative and financial conditions prevailing at the university at the present time to some extent the requirements of the application of Gemba Kaizen, and some of the workers to hide the negative and not to benefit from the care of youth university for the purpose of change R & D, focus on the pros and how to achieve them, in the last ranks.

The percentage of the total number of expressions of the axis (72.55%), indicating that there are some obstacles facing the application of Gemba Kaizen method in the care of youth in the university, from the point of view of the members of the research sample.

Thus, the researcher has answered the third question, what are the obstacles that may face the application of Gemba Kaizen method in the care of young people at the South Valley and Aswan universities?

Conclusion.

Youth care faces some obstacles to applying the Gemba Kaizen method in the care of young people in South Valley and Aswan universities with a (72.12%) approval.

Acknowledgments

Thank you to all of subjects who participated in this study.

References.

- Chase, Richard B & Jacobs, Robert. F&Aquilano, Nicholas. J, 2004, Operation Management for Competitive advantage.10th ed, MC Graw-Hill Companies, Ince. USA.
- Daiya, Bhupendra, 2012, Applying Gemba Kaizen at SKS Separator in Cement Plant: A case study, IOSR Journal of Engineering, Volume2, Issue9,
- Dhongade, Pankaj. Singh, Manjeet and ShrouthyVivekAREvoew, 2013, Literature Survey for the Implementation of Kaizan, International Journal of Engineering and Innovative Technology (IJEIT) Volume 3, Issue 1, July.
- Garvin, D., 1995, .Management Crisis, journal Education Leadership, vol. 4,no-1.
- GRIPS Development Forum: Introducing KAIZEN in Africa, National Graduate Institute for Policy Studies, October, Tokyo, Japan, p1, 2009.
- Jagdeep Single, and Harwinder Singh, Kaizan 2009, Philosophy: A Review of Literature, The Icfai University Press.
- Kubran, Maria, Management, Gehemins Kaizen, 2003,WWW. Kaizen-Institute, Germany, P1- 2.
- Marcella Mwaka, Josephine Musamas, KafwaNabwire, 2011, Crisis in Value Education in Kenya: What It Portends for Educational Leadership and Management, International Journal of Curriculum and Instruction.
- Masaaki Imai, 2007,The Kaizen approach to Quality, Going for Gold ~ Tutorial on Gemba Kaizen ,
- Masaaki Imai:, Gemba Kaizen, McGraw-Hill, 2009, 1997 Single and Single,p 52.53.
- Rock, L., Marcia, 2000, (Effective crisis Management planning), Higher Education, Issues 3, vol.23.August.
- Schultz Audrey,, 2013, Exploring Lean Visual Management Techniques in Facilities Management Systems: The Case of University FM Practice, University of Salford, Greater Manchester,UK ,
- Suarez-Barraza, Juan Ramis-Pujol, Mariana Estrada-Robles, 2012, "Applying Gemba-Kaizen in a multinational food company: a process innovation framework", International Journal of Quality and Service Sciences, Vol. 4 Iss: 1, pp.27 – 50.
- Tezal, Algen. Koskela, Lauri and Tzortzopoulos, Patricia 2006-2010, (VM)in Construction: Study Report on Brazilian Cases.
- Mihai I Aurel Titu; Constantin Oprean and Daniel Grecu, 2010, Applying the Kaizen Method and the 5S Technique in the Activity of Post-Sale Services in the Knowledge-Based Organization, International MultiConference of Engineers and Computer Scientist, Vol3.