

[Sustainability] Manuscript ID: sustainability-1599787 - Submission Received

1 message

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Mon, Jan 31, 2022 at 4:54 PM

Reply-To: sustainability@mdpi.com

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.c.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>

Dear Mrs. Hartanti,

Thank you very much for uploading the following manuscript to the MDPI submission system. One of our editors will be in touch with you soon.

Journal name: Sustainability

Manuscript ID: sustainability-1599787

Type of manuscript: Article

Title: IDENTIFICATION OF WASTE BASED ON LEAN PRINCIPLES AS THE WAY TOWARDS SUSTAINABILITY OF A HIGHER EDUCATION INSTITUTION: A CASE STUDY FROM INDONESIA

Authors: Lusia Permata Sari Hartanti *, Ivan Gunawan, Ig. Jaka Mulyana, Herwinarso Herwinarso

Received: 31 January 2022

E-mails: lusia.hartanti@ukwms.ac.id, ivangunawan@ukwms.ac.id,jmulyono@ukwms.c.id, herwinarso@ukwms.ac.id

Submitted to section: Sustainable Management,

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Sustainable Higher Education and Leadership

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Kind regards,
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[Sustainability] Manuscript ID: sustainability-1599787 - Assistant Editor Assigned

1 message

Ronda Dang <ronda.dang@mdpi.com>

Sat, Feb 5, 2022 at 2:47 PM

Reply-To: ronda.dang@mdpi.com

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ronda Dang <ronda.dang@mdpi.com>, Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.c.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>, Sustainability Editorial Office <sustainability@mdpi.com>

Dear Mrs. Hartanti,

Your manuscript has been assigned to Ronda Dang for further processing who will act as a point of contact for any questions related to your paper.

Journal: Sustainability

Manuscript ID: sustainability-1599787

Title: IDENTIFICATION OF WASTE BASED ON LEAN PRINCIPLES AS THE WAY TOWARDS SUSTAINABILITY OF A HIGHER EDUCATION INSTITUTION: A CASE STUDY FROM INDONESIA

Authors: Lusia Permata Sari Hartanti *, Ivan Gunawan, Ig. Jaka Mulyana, Herwinarso Herwinarso

Received: 31 January 2022

E-mails: lusia.hartanti@ukwms.ac.id, ivangunawan@ukwms.ac.id,jmulyono@ukwms.c.id, herwinarso@ukwms.ac.id

You can find it here:

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Best regards,

Ms. Ronda Dang

E-Mail: ronda.dang@mdpi.com

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MDPI Sustainability Editorial Office

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E-Mail: sustainability@mdpi.com<http://www.mdpi.com/journal/sustainability>

[Sustainability] Manuscript ID: sustainability-1599787 - Major Revisions

2 messages

Sustainability Editorial Office <sustainability@mdpi.com>

Thu, Feb 17, 2022 at 4:15 PM

Reply-To: ronda.dang@mdpi.com

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.c.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>, Sustainability Editorial Office <sustainability@mdpi.com>

Dear Mrs. Hartanti,

Thank you again for your manuscript submission:

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Type of manuscript: Article

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Submitted to section: Sustainable Management,

https://www.mdpi.com/journal/sustainability/sections/management_sustainability

Sustainable Higher Education and Leadership

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Please revise the manuscript according to the referees' comments and upload the revised file within 10 days.

Please use the version of your manuscript found at the above link for your revisions.

(I) Any revisions to the manuscript should be marked up using the "Track Changes" function if you are using MS Word/LaTeX, such that any changes can be easily viewed by the editors and reviewers.

(II) Please provide a cover letter to explain, point by point, the details of the revisions to the manuscript and your responses to the referees' comments.

(III) If you found it impossible to address certain comments in the review reports, please include an explanation in your rebuttal.

(IV) The revised version will be sent to the editors and reviewers.

If one of the referees has suggested that your manuscript should undergo extensive English revisions, please address this issue during revision. We propose that you use one of the editing services listed at <https://www.mdpi.com/authors/english> or have your manuscript checked by a native English-speaking colleague.

Do not hesitate to contact us if you have any questions regarding the revision of your manuscript. We look forward to hearing from you soon.

Kind regards,

Ms. Ronda Dang

E-Mail: ronda.dang@mdpi.com

--

MDPI Tianjin Office 170 North Road, Room 1804, Block A, Lujiazui Financial Plaza, Hongqiao District, China

MDPI Sustainability Editorial Office

St. Alban-Anlage 66, 4052 Basel, Switzerland

Thu, Feb 17, 2022 at 4:17 PM

ronda dang <ronda.dang@mdpi.com>

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.c.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>, Sustainability Editorial Office <sustainability@mdpi.com>

Dear Authors,

Hope this email finds you well. I am writing to inform you that there might have one more report before 20 February. Please revise your paper based on the present three reports. We will contact you once we received the last report or get any information about it.

We are looking forward to hearing from you.

Best regards,
Ronda Dang
Assistant Editor

Ms. Ronda Dang
MDPI Branch Office, Tianjin
E-mail: ronda.dang@mdpi.com

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[Sustainability] Manuscript ID: sustainability-1599787 - Revision Reminder

2 messages

Sustainability Editorial Office <sustainability@mdpi.com>

Mon, Feb 28, 2022 at 3:00 PM

Reply-To: ronda.dang@mdpi.com

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.ac.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>, Sustainability Editorial Office <sustainability@mdpi.com>

Dear Mrs. Hartanti,

We sent a revision request for the following manuscript on 17 February 2022.

Manuscript ID: sustainability-1599787

Type of manuscript: Article

Title: IDENTIFICATION OF WASTE BASED ON LEAN PRINCIPLES AS THE WAY TOWARDS SUSTAINABILITY OF A HIGHER EDUCATION INSTITUTION: A CASE STUDY FROM INDONESIA

Authors: Lusia Permata Sari Hartanti *, Ivan Gunawan, Ig. Jaka Mulyana, Herwinarso Herwinarso

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E-mails: lusia.hartanti@ukwms.ac.id, ivangunawan@ukwms.ac.id, jmulyono@ukwms.ac.id, herwinarso@ukwms.ac.idSubmitted to section: Sustainable Management, https://www.mdpi.com/journal/sustainability/sections/management_sustainability

Sustainable Higher Education and Leadership

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May we kindly ask you to update us on the progress of your revisions? If you have finished your revisions, please upload the revised version together with your responses to the reviewers as soon as possible.

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Thank you in advance for your kind cooperation and we look forward to hearing from you soon.

Kind regards,

Ms. Ronda Dang

E-Mail: ronda.dang@mdpi.com

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MDPI Tianjin Office 170 North Road, Room 1804, Block A, Lujiazui Financial Plaza, Hongqiao District, China

MDPI Sustainability Editorial Office

St. Alban-Anlage 66, 4052 Basel, Switzerland

E-Mail: sustainability@mdpi.com<http://www.mdpi.com/journal/sustainability>**Lusia Permata Sari Hartanti, S.T., M.Eng. Teknik** <lusia.hartanti@ukwms.ac.id>

Tue, Mar 1, 2022 at 11:04 AM

To: ronda dang <ronda.dang@mdpi.com>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.ac.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>, Sustainability Editorial Office <sustainability@mdpi.com>

Dear Ms. Ronda Dang,

Thank you for your attention.

Revision is in progress. We will contact you, if we encounter any problem.

Best regards,

Lusia P.S Hartanti

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Word Count 8383
Page Count 18
Figure Count 1
Table Count 5
Reference Count 49

Editor Decision

Decision Accept in current form
Comments Thank you for your diligent accommodation of comments from the reviewers and for selecting our journal for your manuscript
Decision Date 2 April 2022

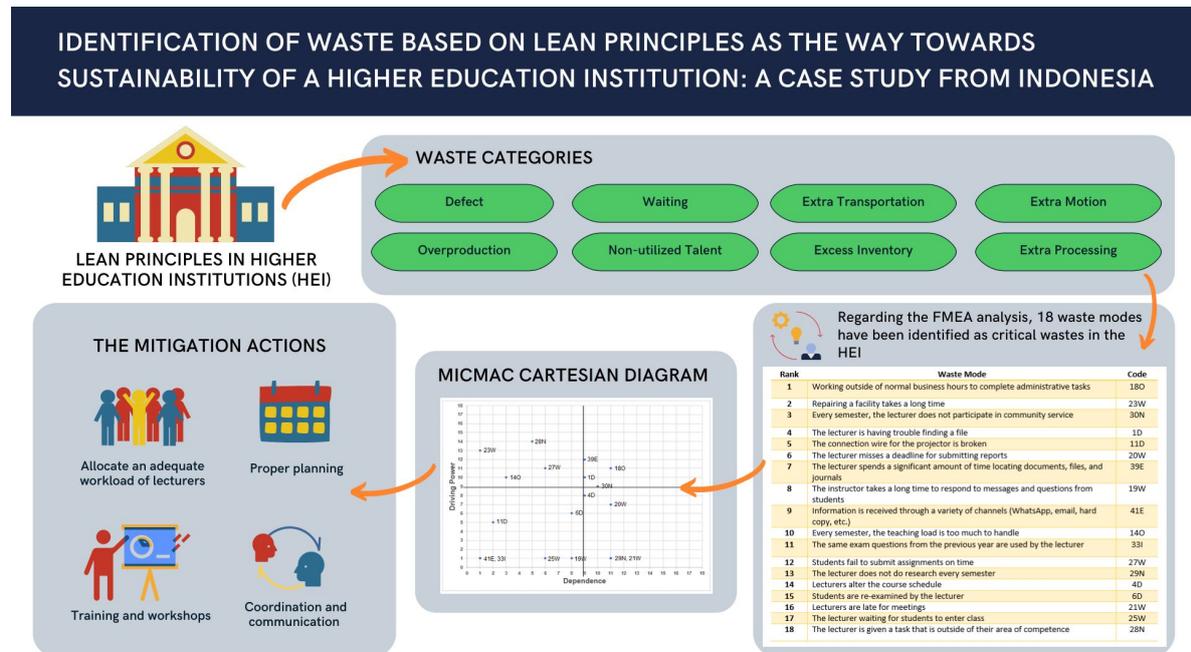
Review Report

Reviewer 1 [Review Report \(Round 1\)](#) [Review Report \(Round 2\)](#)
Reviewer 2 [Review Report \(Round 1\)](#) [Review Report \(Round 2\)](#)
Reviewer 3 [Review Report \(Round 1\)](#)
Reviewer 4 [Review Report \(Round 1\)](#)

Response to Reviewer 1 Comments

Point 1: Authors should provide Graphical Abstract.

Response 1: Graphical abstract has been included with this article



Point 2: Authors should consider moving Tables 5, 6, and 7 to supplementary information.

Response 2: Some tables have been moved to appendix (page 10-15), such as:

1. Table A1. Waste modes in the HEI (line 406)
2. Table B1. w-FMEA in the HEI (line 412)
3. Table C1. The Structural Self-Interaction Matrix (SSIM) (line 419)
4. Table C2. Initial Reachability Matrix (line 435)
5. Table C3. Final Reachability Matrix with Driving Power and Dependence (line 464)

Response to Reviewer 2 Comments

Point 1: The Abstract has been well written and it reflects the summary of all the contents that have been done in the manuscript it mentions the obtained results through the study in a good way but not enough. Therefore, it is suggested to bring a precise note from the obtained results in the Abstract section.

Response 1: Precise notes from obtained results have been added to the abstract. The addition of the sentence is in lines 19 to 25 as mentioned below.

The result showed that eighteen waste modes were identified as critical in HEIs—with six waste modes being autonomous determinants; four were dependent determinants, four were linkage determinants, and four were driver determinants. This study is expected to help academicians and practitioners understand HEI's waste types by listing the critical wastes, mapping their interrelationship, identifying the driving power and dependence, and proposing mitigation actions. It will also contribute to the growing body of literature highlighting the wastes in HEI.

Point 2: In the Introduction section, the aims of the study have been mentioned in different parts that are better to be integrated. For instance, Line 155 to 157 talk about the aim, whereas in lines 176 to 182 all the aims have been mentioned completely.

Response 2: The aims of the study have been revised and are clearly stated in lines 188 to 195 as mentioned below.

The aims of this study are a) to assess waste in higher education institutions (HEI) based on lean principles and even their potential effect on sustainability; b) to establish the relationship among wastes; c) to develop a structural model using ISM; d) to carry out the MICMAC analysis. By identifying the critical wastes, HEIs can focus on developing strategies for waste minimization and improving the quality of HEIs. The results of this study exemplified priorities for HEIs to start the utilization of lean practices as well as define actions to reduce the most critical wastes and practice sustainable development in HEIs.

Point 3: In the introduction section, line 104, 6 categories have been mentioned but in the sentence, it has been written five. It is suggested to recheck it

Response 3: The correct one is 6 categories, in line 121

The former was postulated by Narayanamurthy et al. [27], but then the categories were cut down into six, i.e., motion, waiting, overproduction, over-processing, defect, and rework

Point 4: Line 164 and 165 contain a sentence, which is a “Cliché” in scientific articles. It is recommended not to use such a sentence, especially, when a better sentence has been mentioned in lines 173 and 174 related to this content.

Response 4: Sentences have been corrected according to the reviewer's suggestions. The new sentence is located in lines 178 to 184.

HEIs are a good candidate for lean and sustainable practices [17]. In the last few years, there have been many studies on successful sustainable development in HEIs [e.g., 13,15,17,38,39]. Aleixo et al. [15] pointed out five sustainable development activities in HEIs – education, research, campus operations, community outreach, and raising awareness in the community – that need communication and coordination with the different stakeholders. These circumstances triggered waste in day-to-day activities related to many cross-functional or departmental processes, so it requires more time or steps.

Point 5: Lines 167 and 168 contain “five sustainable development activities”, but six activities have been mentioned after that

Response 5: The correct one is “five sustainable development activities” and these five things have been mentioned in lines 180.

Aleixo et al. [15] pointed out five sustainable development activities in HEIs – education, research, campus operations, community outreach, and raising awareness in the community – that need communication and coordination with the different stakeholders.

Point 6: One of the main issues in this article is using acronyms/abbreviations. There are many errors related to this issue some of them are listed in the following. It is recommended to check the whole text from this point of view. In addition, it is recommended to add a Nomenclature section before the Introduction section.

- Line 14: HEI has been used, where for the first time in Line 14 it is mentioned completely.
- Line 82: The complete name of the MCDM has not been mentioned.

- Line 115: The full name of the FMEA has been mentioned as “Failure mode effect analysis”, but in lines 15 and 26, it is mentioned as “Failure mode and effect analysis”. Please find the correct one and correct this mistake.
- Line 123: “O” has been defined as the “occurrence”, and the same letter has been used for “attributes i and j are unrelated”. It is suggested to use dissimilar letters.
- Line 185: FETT has been used for “Faculty of Teacher and Training Education. Why the authors have not used FTTE for that? By the way, it is not an error or mistake. Please consider it as the reviewer's concern.
- In lines 122, 124, and 125, the RPN, w-FMEA, and WPN have been introduced. Therefore, there is no need to repeat them in lines 191, 196, and 197.

Response 6: Errors related to writing acronyms/abbreviations have been fixed throughout the article

Point 7: In the Result section, lines 213 to 218, contain the aims of the study that have been mentioned previously completely. It is suggested to talk about the results in the result section and move the aims of the study to the related section.

Response 7: The aims of the study have been revised and are clearly stated in lines 188 to 195 as mentioned below.

The aims of this study are a) to assess waste in higher education institutions (HEI) based on lean principles and even their potential effect on sustainability; b) to establish the relationship among wastes; c) to develop a structural model using ISM; d) to carry out the MICMAC analysis. By identifying the critical wastes, HEIs can focus on developing strategies for waste minimization and improving the quality of HEIs. The results of this study exemplified priorities for HEIs to start the utilization of lean practices as well as define actions to reduce the most critical wastes and practice sustainable development in HEIs.

Point 8: Sub-section 3.2 mainly contains the methodology and the used methods, that are recommended to be moved to Section 2 which contains Materials and Methods. In this section mainly the results should be mentioned and explained.

Response 8: Several sections that were previously located in Sub-section 3.2 have been moved to the Materials and methods section. The revision is located in lines 213-245.

Point 9: In the Conclusion section, in line 397, some limitations should be mentioned, but the second point in the related paragraph is not a real limitation. In addition, it may not be considered as a suggestion. The paragraph of the limitations should be rewritten

Response 9: Revision of the limitation of the study is located in lines 377 to 385

The limitation of the study should be pointed out with regards to obtaining data. This study is a preliminary study with a sample size of two faculties in HEI. A small sample led to the analysis results and findings of this study may not be generalizable, but coherent and comprehensive writing allows this study to be transferable in similar cases with minor modifications. Therefore, this study should be seen as the first step in a broad set of other studies integrating lean implementation and sustainability in HEIs. Future studies are needed to expand data using all scope of HEI, compare lean principles implementation between HEIs, and find pathways for lean principles to be augmented with sustainability pillars in HEIs.

Point 10: Referencing should be controlled in the whole manuscript. There are some mistakes as the following related to this issue.

Line 154: Double referencing is written as “[18], [19]” but the correct one is written as the way used in line 130 ([32, 33])

Response 10: Reference writing has been corrected. The revision is located in line 172.

The primary purpose of lean principles is to maximize stakeholder value and eliminate all wastes to optimize the entire process [18,19].

Point 11: There are some mistypes in this manuscript and it is recommended to check the whole text. Just some examples are mentioned here:

- a. Line 198: It is mentioned, "FE & FETT" but in line 218, "FIE and FETT" has been used. There is an issue for using "&" and/or "and", and there is an issue for using "FIE" instead of "FE".
- b. Line 229: Once the authors used "18" and once they used "Eighteen".

Response 11: Mistypes in this manuscript have been fixed throughout the article

Response to Reviewer 3 Comments

Point 1: I think all of the tables should be presented in appendix because of two reasons- 1. better readability of paper; 2. more interesting to readers

Response 1: Some tables have been moved to appendix (page 10-15), such as:

1. Table A1. Waste modes in the HEI (line 406)
2. Table B1. w-FMEA in the HEI (line 412)
3. Table C1. The Structural Self-Interaction Matrix (SSIM) (line 419)
4. Table C2. Initial Reachability Matrix (line 435)
5. Table C3. Final Reachability Matrix with Driving Power and Dependence (line 464)

Point 2: Instead of this tables, summarize most important findings and present in one table.

Response 2: Table of study's findings has been added, in line 322.

Table 3. Study's Findings

Focus	Findings
Critical Waste Modes	18O; 23W; 30N; 1D; 11D; 20W; 39E; 19W; 41E; 14O; 33I; 27W; 29N; 4D; 6D; 21W; 25W; 28N
MICMAC analysis	<ol style="list-style-type: none">1. Autonomous determinants: 41E, 33I, 25W, 19W, 11D, and 6D;2. Dependent determinants: 29N, 21W, 20W, and 4D;3. Linkage determinants: 30N, 1D, 18O, and 39E;4. Driver determinants: 23W, 14O, 27W, and 28N.

Response to Reviewer 4 Comments

Point 1: The authors have written that fifteenth department heads in FE & FETT were asked to complete the questionnaire. Such a small study group limits inference.

A valuable element in a scientific study is formulating a research hypothesis.

I suggest expanding the discourse to include selected literature references.

Response 1: Additional explanations based on suggestions from reviewer have been added to:

1. Line 73-101:

Kazancoglu & Ozkan-Ozen [10] conducted a study in a business school at Turkish HEIs to identify the eight wastes in HEIs and present a model for categorizing wastes and sub-wastes using criteria and sub-criteria using The Multi-Criteria Decision Making (MCDM) application. Kazancoglu & Ozkan-Ozen [10] identified 22 sub waste in Higher Education Institution (HEI) and analyzed their cause-effect relationships. Then, by assessing cause-effect relationships, each sub waste could be determined importance level. This study may be used to understand better the wastes in HEI and the causal relationships between them and develop ways to eliminate them. However, this study does not clearly explain the process of identifying wastes. Undoubtedly, brainstorming or interviews will reveal many hidden wastes in an HEI. The excessive identified wastes need to be screened to obtain significant waste to analyze further. We suggest prioritizing the significant wastes, and the insignificant wastes will usually be eliminated. Therefore, we propose waste-Failure Mode and Effect Analysis (w-FMEA) as a waste screening instrument by considering its severity, occurrence, and detection.

Some studies have shown how lean principles have been successfully used in HEIs. Doman [20] conducted a case study to demonstrate that through an innovative and engaging learning experience involving undergraduate students, lean principles and techniques used in industry may be successfully implemented to improve higher education operations. Höfer & Naeve [21] showed the case studies of lean principle i.e. customer focus, value stream, flow principle, pull principle, and pursue perfection in operational of HEI. However, the multiple case studies narrated by Höfer & Naeve [21] only focus on lean thinking in problem solving. Focusing on a single in-depth case study will provide a clearer picture of an established method (Lean) applied to a new subject (HEI). Nicholson & Pakgohar [22] used lean principles to solve some of the pressure points for academic workloads in a university law clinic. Their article challenged some improvement and suggested lean tools used in the law clinic. According to the literature study, examples of lean principles are discussed using case studies to show how the lean principles can be applied in HEI. The studies have applied lean principles in HEI to evaluate and design the processes more effectively.

2. Line 145-147:

The hypothesis proposed in this study is that waste identification and waste mapping will provide insights that lead to the discovery of practical solutions to ensure the sustainability of an HEI.

3. There was a writing error in the previous article. The correct one is that sixteenth department heads have filled out the questionnaire.

Line 211-212: In 2021, the population of department heads was sixteenth in FE and FTTE.

4. Line 377 to 385:

The limitation of the study should be pointed out with regards to obtaining data. This study is a preliminary study with a sample size of two faculties in HEI. A small sample led to the analysis results and findings of this study may not be generalizable, but coherent and comprehensive writing allows this study to be transferable in similar cases with minor modifications. Therefore, this study should be seen as the first step in a broad set of other studies integrating lean implementation and sustainability in HEIs. Future studies are needed to expand data using all scope of HEI, compare lean principles implementation between HEIs, and find pathways for lean principles to be augmented with sustainability pillars in HEIs

[Sustainability] Manuscript ID: sustainability-1599787 - Manuscript Resubmitted

1 message

Sustainability Editorial Office <sustainability@mdpi.com>

Sat, Mar 12, 2022 at 6:30 AM

Reply-To: Ronda Dang <ronda.dang@mdpi.com>, Sustainability Editorial Office <sustainability@mdpi.com>

To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

Cc: Ivan Gunawan <ivangunawan@ukwms.ac.id>, "Ig. Jaka Mulyana" <jmulyono@ukwms.ac.id>, Herwinarso Herwinarso <herwinarso@ukwms.ac.id>

Dear Mrs. Hartanti,

Thank you very much for resubmitting the modified version of the following manuscript:

Manuscript ID: sustainability-1599787

Type of manuscript: Article

Title: IDENTIFICATION OF WASTE BASED ON LEAN PRINCIPLES AS THE WAY TOWARDS SUSTAINABILITY OF A HIGHER EDUCATION INSTITUTION: A CASE STUDY FROM INDONESIA

Authors: Lusia Permata Sari Hartanti *, Ivan Gunawan, Ig. Jaka Mulyana, Herwinarso Herwinarso

Received: 31 January 2022

E-mails: lusia.hartanti@ukwms.ac.id, ivangunawan@ukwms.ac.id, jmulyono@ukwms.ac.id, herwinarso@ukwms.ac.id

Submitted to section: Sustainable Management,

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A member of the editorial office will be in touch with you soon regarding progress of the manuscript.

Kind regards,

Sustainability Editorial Office

Postfach, CH-4020 Basel, Switzerland

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1 message

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To: Lusia Permata Sari Hartanti <lusia.hartanti@ukwms.ac.id>

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Authors: Lusia Permata Sari Hartanti *, Ivan Gunawan, Ig. Jaka Mulyana, Herwinarso Herwinarso

Received: 31 January 2022

E-mails: lusia.hartanti@ukwms.ac.id, ivangunawan@ukwms.ac.id,jmulyono@ukwms.ac.id, herwinarso@ukwms.ac.id

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Carol Huang <carol.huang@mdpi.com>

Sat, Apr 2, 2022 at 8:40 PM

Reply-To: Sustainability Editorial Office <sustainability@mdpi.com>, Ronda Dang <ronda.dang@mdpi.com>

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Kind regards,
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