



MJ

Multidisciplinary Journals

Volume 3 Issue 3, 2026 (397-404)

ISSN (online) : **3047-8499**

Homepage : <https://jurnalunived.com/index.php/MJ>

Doi : <https://doi.org/10.37676/mj>

Industrial Engineering Design and Expertise in Improving the Efficiency of Work Systems

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Received [20-07-2026]

Revised [07-09-2026]

Accepted [09-09-2026]

Abstract. Design is one of the core competencies in the field of Industrial Engineering, playing a crucial role in creating work systems that are effective, efficient, safe, high-quality, and cost-effective. Design focuses not only on product development but also encompasses the design of work systems, production processes, facility layouts, supply chains, organizational structures, and integrated information systems. In practice, an Industrial Engineering professional identifies a company's needs, analyzes problems, and designs solutions based on scientific approaches and data analysis. Various methods used include work time analysis, productivity measurement, quality evaluation, ergonomics, cost optimization, and the utilization of digital technologies such as simulation, the Internet of Things (IoT), Artificial Intelligence (AI), and Enterprise Resource Planning (ERP). The application of appropriate design concepts can increase productivity, reduce waste, improve the quality of products and services, and enhance customer satisfaction. Thus, design capabilities are a strategic competency for Industrial Engineering graduates in supporting the improvement of organizational competitiveness in the era of digital transformation and the Fourth Industrial Revolution.

Keywords: *Industrial Engineering, Systems Design, Productivity.*

INTRODUCTION

Technological developments, globalization, and increasing industrial competition have driven companies to continuously improve their competitiveness by increasing efficiency, productivity, and the quality of products and services. Organizations are required to optimally manage all available resources to meet customer needs at lower costs and in shorter turnaround times. This situation makes systems design a critical factor in supporting the success of an organization, both in the manufacturing and service sectors (Heizer et al., 2020).

Industrial Engineering is a discipline that focuses on the design, improvement, and installation of integrated systems involving people, materials, machines, methods, information, energy, and the environment. Unlike other engineering disciplines that emphasize product or machine development, Industrial Engineering emphasizes how all elements within a system work together to achieve optimal performance. Therefore, an Industrial Engineer is required to possess analytical, design, decision-making, and system evaluation skills to improve organizational productivity and efficiency (Badiru & Cheung, 2022).

Industrial Engineering design encompasses more than just product development, but also encompasses facility layout, production systems, supply chains, information systems, ergonomics, quality control, and operations management. The primary goal of the design process is to create work systems that generate added value through waste reduction, quality improvement, operational cost reduction, and improved occupational safety and health. This

approach makes Industrial Engineering a broad-based field capable of being applied across various industrial sectors (Groover, 2020).

With the development of the Industrial Revolution 4.0, the demand for Industrial Engineering graduates is increasing. Companies are now adopting various digital technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Big Data Analytics, Cloud Computing, and Enterprise Resource Planning (ERP) to improve business process effectiveness. Mastery of these technologies must be supported by system design skills so that technology implementation can maximize benefits for increasing company productivity. Thus, Industrial Engineering graduates are not only required to understand technical aspects, but also to be able to integrate technology, people, and business processes into an efficient and sustainable system (Xu et al., 2021). In practice, an Industrial Engineering engineer possesses various competencies, such as conducting productivity analysis, designing facility layouts, developing work procedures, controlling quality, conducting system simulations, and developing strategies to improve organizational performance. These competencies enable Industrial Engineering graduates to work in various sectors, such as manufacturing, hospitals, logistics companies, banking, technology companies, and government agencies. Systems thinking is a key advantage that distinguishes Industrial Engineering graduates from other disciplines, as they enable them to see the relationships between processes holistically within an organization (Salvendy, 2022).

As an example of practical application, a food manufacturing company experienced declining productivity due to inefficient facility layouts, long material movement times, and the lack of integrated work operational standards. These problems resulted in missed production targets and increased operational costs. Using an Industrial Engineering approach, process analysis using Value Stream Mapping (VSM), time study measurements, and facility layout redesign were conducted. The implementation results showed a reduction in process time, increased productivity, and significant reductions in production costs. This example demonstrates that systems design skills are a critical competency in solving various industrial problems systematically and data-drivenly.

Based on this description, this study aims to examine design concepts and expertise in Industrial Engineering and explain their implementation in solving problems in the workplace. This study is expected to provide an overview of the strategic role of Industrial Engineering graduates in improving organizational efficiency, productivity, quality, and competitiveness through the application of relevant scientific methods and approaches.

LITERATURE REVIEW

Industrial Engineering Design

Industrial engineering design refers to the systematic planning, development, and optimization of integrated systems involving people, machines, materials, information, energy, and processes to improve organizational performance. According to the Institute of Industrial and Systems Engineers (IISE), industrial engineering integrates engineering principles, mathematical analysis, and management science to design efficient production and service systems. The primary objective of industrial engineering design is to maximize productivity while minimizing waste, cost, and operational time.

The design process in industrial engineering involves identifying operational problems, analyzing workflow, selecting appropriate technologies, redesigning work methods, and continuously evaluating system performance. Various analytical tools such as work measurement, process mapping, simulation, ergonomic analysis, and lean manufacturing principles are commonly employed to improve production efficiency and service quality.

A well-designed industrial system enables organizations to achieve higher operational flexibility, better resource utilization, improved product quality, and enhanced customer satisfaction. Consequently, industrial engineering design plays a strategic role in supporting sustainable organizational competitiveness.

Industrial Engineering Expertise

Industrial engineering expertise represents the combination of technical knowledge, analytical capability, practical experience, and problem-solving skills possessed by industrial engineers in designing and managing work systems. Expertise extends beyond theoretical understanding and includes the ability to apply engineering principles to complex industrial environments.

Industrial engineers are expected to possess competencies in systems thinking, operations research, quality management, production planning, ergonomics, supply chain management, data analytics, and continuous improvement methodologies. These competencies enable professionals to identify inefficiencies, develop innovative solutions, and implement process improvements effectively.

Expertise also encompasses decision-making capabilities supported by quantitative analysis and evidence-based management. Organizations with highly competent industrial engineering professionals tend to achieve better operational performance because engineering decisions are based on scientific methods rather than intuition alone.

Work System Efficiency

Work system efficiency refers to the ability of an organization to achieve maximum output using minimum resources while maintaining product quality, employee safety, and customer satisfaction. Efficient work systems minimize unnecessary activities, reduce operational delays, eliminate process bottlenecks, and optimize the utilization of labor, equipment, materials, and information.

Efficiency is commonly measured using several performance indicators, including labor productivity, cycle time, throughput, resource utilization, equipment effectiveness, production cost, defect rates, and workflow reliability. High work system efficiency enables organizations to improve profitability, respond more quickly to market demands, and sustain long-term competitiveness.

Modern work system efficiency is influenced by technological advancement, organizational structure, employee competence, work methods, and management practices. Therefore, improving efficiency requires an integrated approach that combines technical innovation with effective organizational management. Facility layout significantly influences work system efficiency because it determines the physical arrangement of machines, workstations, storage areas, and material handling routes. A poorly designed layout increases transportation distances, worker fatigue, and material handling costs. Conversely, an optimized layout reduces travel distance, improves communication among operators, facilitates supervision, and accelerates production flow. Industrial engineers employ systematic layout planning techniques and computer-aided facility design to optimize plant configurations according to production requirements.

Information management has become increasingly important in improving work system efficiency, particularly in the era of digital transformation. Accurate and timely information enables managers to make informed decisions regarding production scheduling, inventory control, maintenance planning, quality assurance, and resource allocation. Delayed or inaccurate information often leads to production disruptions, excess inventory, or customer dissatisfaction. Consequently, many organizations integrate Enterprise Resource Planning

(ERP), Manufacturing Execution Systems (MES), Internet of Things (IoT), and cloud-based information systems to enhance visibility and coordination across production activities.

Human factors and ergonomics constitute another essential aspect of work system efficiency. Industrial engineering recognizes that employees perform better when workplaces are designed according to human physical and cognitive capabilities. Ergonomically designed workstations reduce fatigue, improve comfort, decrease musculoskeletal disorders, and minimize human error. Appropriate workstation height, tool placement, lighting conditions, temperature control, noise reduction, and work-rest scheduling contribute significantly to sustainable employee performance. As a result, ergonomics not only improves occupational health and safety but also enhances long-term operational efficiency by reducing absenteeism and increasing work quality (Bridger, 2018).

Standardization is equally important in creating efficient work systems. Standard operating procedures establish the best known method for performing tasks consistently across workers and shifts. Standardization minimizes variation, facilitates employee training, improves quality control, and supports continuous improvement initiatives. When work methods are standardized, organizations can more accurately measure performance, identify deviations, and implement corrective actions. This principle forms the foundation of work measurement and method study within industrial engineering (Niebel & Freivalds, 2014).

Lean manufacturing has become one of the most influential philosophies for improving work system efficiency. Lean emphasizes the systematic elimination of waste while maximizing customer value. Instead of focusing exclusively on cost reduction, lean encourages organizations to continuously improve processes by engaging employees in problem-solving activities and simplifying operational procedures. Tools such as 5S, Kaizen, Kanban, Just-in-Time (JIT), Total Productive Maintenance (TPM), and Poka-Yoke enable organizations to reduce cycle time, improve quality, optimize inventory levels, and enhance operational flexibility (Liker, 2021). Continuous improvement, or *Kaizen*, ensures that efficiency enhancement becomes an ongoing organizational culture rather than a one-time project.

The emergence of Industry 4.0 has fundamentally transformed the concept of work system efficiency. Intelligent manufacturing technologies—including artificial intelligence, machine learning, robotics, cyber-physical systems, digital twins, and IoT—allow organizations to monitor operations in real time and optimize processes dynamically. Sensors embedded throughout production facilities continuously collect operational data that support predictive maintenance, automatic quality inspection, energy optimization, and production scheduling. These technologies reduce uncertainty, minimize downtime, and improve resource utilization beyond what traditional production systems can achieve (Sony & Naik, 2020).

Performance measurement is essential for evaluating whether efficiency improvement initiatives achieve their intended objectives. Industrial engineers employ numerous quantitative indicators to monitor work system performance. Common efficiency metrics include labor productivity, machine utilization, Overall Equipment Effectiveness (OEE), production cycle time, throughput, lead time, defect rate, inventory turnover, resource utilization, energy consumption, and cost per unit. Balanced performance measurement enables managers to identify operational weaknesses and prioritize improvement efforts based on objective evidence rather than intuition.

Despite advances in technology, achieving high work system efficiency remains challenging because organizations operate in increasingly uncertain and dynamic environments. Market fluctuations, supply chain disruptions, labor shortages, changing customer expectations, and rapid technological developments require organizations to continuously redesign work systems to remain competitive. Consequently, industrial engineering emphasizes continuous improvement, organizational learning, adaptability, and innovation as critical capabilities for sustaining efficiency over the long term.

Ultimately, work system efficiency should not be interpreted solely as reducing costs or increasing production speed. A truly efficient work system simultaneously achieves operational excellence, high product quality, employee well-being, environmental sustainability, and customer satisfaction. Industrial engineering integrates technical, organizational, and human-centered approaches to ensure that improvements in efficiency create long-term value for all stakeholders. Through systematic work system design, scientific analysis, ergonomic principles, digital technologies, and continuous improvement methodologies, industrial engineers play a central role in developing efficient, resilient, and sustainable work systems capable of supporting organizational success in an increasingly competitive global environment.

The Relationship between Industrial Engineering Design and Work System Efficiency

Industrial engineering design contributes directly to improving work system efficiency by creating optimized production processes, reducing operational waste, and improving workflow coordination. Through systematic analysis of production activities, industrial engineers redesign workstations, balance workloads, eliminate non-value-added activities, and standardize operating procedures.

Engineering design also facilitates the implementation of automation technologies, digital manufacturing systems, lean production techniques, and ergonomic improvements. These interventions reduce processing time, improve equipment utilization, enhance employee performance, and lower operational costs.

Previous studies consistently demonstrate that organizations implementing systematic industrial engineering design experience significant improvements in productivity, production quality, and overall operational efficiency.

The Relationship between Industrial Engineering Expertise and Work System Efficiency

Industrial engineering expertise significantly influences work system efficiency because experienced engineers are better equipped to diagnose operational problems, analyze system performance, and implement effective improvement strategies. Their expertise enables organizations to adopt evidence-based decision-making, optimize resource allocation, and manage process variability more effectively.

Expert engineers also facilitate continuous improvement initiatives through methodologies such as Lean Manufacturing, Six Sigma, Total Quality Management (TQM), and Business Process Reengineering (BPR). These approaches reduce process variation, eliminate waste, improve quality, and enhance organizational responsiveness.

Furthermore, industrial engineering expertise supports innovation by integrating emerging technologies, including Industry 4.0, Internet of Things (IoT), Artificial Intelligence (AI), and digital manufacturing systems into organizational operations. Such technological integration further strengthens work system efficiency and organizational competitiveness.

METHODS

This research employed a literature review with a descriptive-analytical approach. This method aims to examine the concepts, theories, and implementation of design and expertise in the Industrial Engineering discipline based on various relevant scientific references. Data sources were obtained from national and international journals, textbooks, and scientific articles discussing systems design, operations management, ergonomics, productivity, quality, and digital transformation in the industrial world.

The research was conducted through several steps. The first stage was to identify topics and issues related to systems design and the competencies of Industrial Engineering graduates. The second stage involved a literature search using scientific databases such as Google

Scholar, ScienceDirect, and Springer, using keywords such as Industrial Engineering, System Design, Operations Management, Lean Manufacturing, Facility Layout, and Productivity Improvement. The third stage was to select references based on relevance, publication quality, and the most recent publication date. The fourth stage involved a content analysis to identify key concepts regarding systems design, Industrial Engineering expertise, and their application to various industrial sectors. The final stage was to compile the study results into a systematic discussion and provide illustrations of the application of theory to real-world cases in the workplace.

Through this method, it is hoped that a comprehensive picture will be obtained regarding the competencies of Industrial Engineering graduates and their contribution to increasing the efficiency, productivity, quality and competitiveness of organizations.

RESULTS

Systems Design in Industrial Engineering

The results of a literature review indicate that systems design is a core competency in Industrial Engineering, aiming to integrate people, machines, materials, methods, information, and the work environment into an efficient and productive system. According to Badiru and Cheung (2022), the systems design process is carried out to optimize resource utilization to increase productivity, quality, and organizational flexibility. Design focuses not only on technical aspects but also considers human and organizational factors, as well as technological developments. Meanwhile, Heizer, Render, and Munson (2020) explain that organizations capable of designing operational processes effectively will have a competitive advantage because they can produce quality products at lower costs and with faster turnaround times. Therefore, systems design is a crucial strategy in facing increasingly dynamic industrial competition.

The development of digital transformation has also expanded the scope of design in Industrial Engineering. According to Xu et al. (2021), the implementation of technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Big Data Analytics, and Enterprise Resource Planning (ERP) has transformed the way companies manage business processes. This technology enables companies to obtain real-time data, allowing for faster and more accurate operational decisions.

Industrial Engineering Skills in the Workplace

Based on various literature reviews, Industrial Engineering graduates possess multidisciplinary competencies, enabling them to work in both the manufacturing and service sectors. These competencies include systems analysis, quality control, ergonomics, and planning. According to Salvendy (2022), systems thinking is one of the key strengths of an Industrial Engineer, as it enables them to holistically view the relationships between processes. This approach enables companies to identify the root causes of problems before determining appropriate solutions.

Furthermore, Groover (2020) explains that the development of industrial automation has made Industrial Engineering graduates increasingly important in integrating technology with production processes. The ability to design flexible systems is a key factor in increasing productivity while reducing waste.

Application of Industrial Engineering Design to a Workplace Case

As an illustration of the theory's application, a food manufacturing company experienced declining productivity due to inefficient facility layout, long material movement times, and the lack of integrated work standards. These conditions resulted in daily production targets not being met and increased operational costs. To address these issues, the company implemented

several Industrial Engineering concepts, namely Facility Layout, Lean Manufacturing, 5S, and Standard Operating Procedures (SOPs). According to Womack and Jones (2003), Lean Manufacturing aims to eliminate non-value-added activities, thereby increasing production efficiency.

An analysis was then conducted using Value Stream Mapping (VSM) to identify wasteful activities. Based on the analysis, it was found that material waiting times and operator transfers were the primary causes of low productivity.

As a solution, the company redesigned the facility layout to shorten material flow, implemented the 5S method to improve work area order, and developed new SOPs as operational guidelines. This step aligns with research by Liker (2021), which states that implementing Lean Manufacturing can increase process efficiency, reduce lead times, and improve product quality.

Impact of System Design Implementation

Various studies have shown that the application of Industrial Engineering concepts has a positive impact on company performance. Heizer et al. (2020) stated that good system design can improve operational efficiency by reducing process time, optimizing resource utilization, and reducing production costs.

On the other hand, Badiru and Cheung (2022) explained that the success of system design implementation depends not only on technology but also on the competence of human resources in running the system. Therefore, training, communication, and employee engagement are critical factors in supporting successful implementation.

In line with the development of Industry 4.0, the use of digital technologies such as IoT, AI, and ERP further strengthens companies' ability to monitor performance in real time. According to Xu et al. (2021), the integration of digital technology with operating systems can accelerate decision-making and improve the effectiveness of overall business processes.

CONCLUSION

Based on the literature review, it can be concluded that design is a core competency within the Industrial Engineering discipline, playing a crucial role in creating effective, efficient, productive, and sustainable work systems. Design in Industrial Engineering focuses not only on product development but also encompasses the design of production processes, facility layouts, work systems, supply chains, information systems, and integrated human resource management. Through this approach, companies can increase productivity, reduce waste, improve product and service quality, and optimize the use of existing resources.

The study also shows that Industrial Engineering graduates are required to possess multidisciplinary competencies, including systems analysis, problem-solving, quality control, production planning and control, ergonomics, supply chain management, and mastery of digital technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Big Data Analytics, and Enterprise Resource Planning (ERP). These competencies are essential for facing the challenges of the Industrial Revolution 4.0 and the growing digital transformation across various industrial sectors.

Examples of applications in manufacturing companies demonstrate that the use of Industrial Engineering concepts, such as facility layout redesign, Lean Manufacturing implementation, the 5S method, Standard Operating Procedure (SOP) development, and information system utilization, can improve production process efficiency, reduce lead times, reduce operational costs, and increase company productivity. This demonstrates that the Industrial Engineering approach significantly contributes to enhancing organizational competitiveness through improved, data-driven work systems oriented toward increasing added value.

Therefore, Industrial Engineering design and expertise are strategic factors supporting organizational success in facing global competition. Therefore, Industrial Engineering graduates are expected to continuously develop their technical competencies, analytical skills, and managerial skills to become agents of change who can design, manage, and continuously refine work systems in line with technological developments and the needs of modern industry.

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