

# **A MODEL OF THE PROCESS OF CREATING A LEAN CULTURE IN MANUFACTURING ENTERPRISES**

**Keywords:** Lean culture, organizational culture, Lean Management, creation of organizational culture, model.

The motivation for undertaking the research in this dissertation was the gap in the literature related to the need for a more detailed consideration of Lean culture in the context of manufacturing companies in Poland. As a result, there is a need to understand how the Lean culture can be adapted and implemented in this type of enterprise. Organizational culture is one of the key elements of an enterprise - it is the aspect that primarily determines one company from another. The purpose of this dissertation is to develop a model for the process of creating a Lean organizational culture in manufacturing enterprises in Poland. In order to competently achieve this goal, the author set eight specific objectives:

- 1) analysis of the main concepts related to issues: organizational culture and Lean Management,
- 2) recognition of the results of previous research regarding the role of organizational culture in the successful implementation of Lean concepts Management and the course of the Lean culture creation process,
- 3) assessment of the level of sophistication of the surveyed enterprises in the application of Lean Management concepts,
- 4) assessment of the organizational culture of the surveyed enterprises in the context of Lean culture attributes,
- 5) examining the relationship between the level of enterprises in the application of Lean management concepts and the level of occurrence of Lean culture attributes in the surveyed enterprises,
- 6) to identify the types of organizational culture occurring in enterprises implementing Lean Management at the time of the initiation of the implementation process,
- 7) proposing the stages that make up an effective process of creating a Lean organizational culture,

8) to propose effective methods and practices for creating a lean organizational culture.

The study's methodology guided the formulation of the objectives. Due to the complexity of the topic, in this dissertation, as part of the research, it was decided to use a mixed method, using a sequential exploratory strategy. In the first empirical research phase, the author collected and analyzed quantitative data using the CAWI method (Computer-Aided Web Interview). The author used the case study method in the second research phase to obtain qualitative data.

Surveys were conducted at three model companies using research methods such as surveying, categorized interviews, analysis of source documentation, and self-observation.

The research on companies applying the Lean concept was conducted from January 2022 to May 2024. By June 2023, the author implemented a quantitative survey and conducted case studies in selected Polish manufacturing enterprises.

Based on the results of the literature study and the empirical research conducted, the author formulated practical conclusions regarding the methods of effective creation of Lean culture in manufacturing enterprises in Poland and the correct stages of this process. Then, based on these conclusions, she developed and presented the author's model of this process consisting of the following stages:

- 0) deciding to Lean implementation and culture change,
- 1) preparation of the process of culture change,
- 2) building the need for Lean implementation among employees and the need for a cultural change toward a Lean culture,
- 3) building a Lean culture among employees,
- 4) development of the culture Lean.

Organizations putting Lean Management into practice can implement and use the proposed model. The model can act as a tool to support the conscious formation of a Lean culture in an organization, contributing to successful Lean transformation. The proposed model presents various methods for creating a Lean culture in an enterprise. However, it does not impose an obligation to use the entire set. The model promotes a pragmatic approach to building a Lean culture involves other methods to the organization's specific needs, the leader's attitude, and the industry's characteristics. The choice of methods should also consider the maturity stage of the Lean culture within the organization.