

On the effective role of lean management in corporate culture construction



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Abstract

This paper will analyze the basic content of lean management, this paper also expounds the evolution and development of lean management under the China model, and puts forward some strategies such as making good encouragement and guidance, creating a good working atmosphere, combining the lean concept and giving full play to the cohesive function of enterprise culture, etc., at the same time, further explore the positive impact of corporate culture on lean management, to achieve sustainable development of enterprises to provide the basis for protection.

Keywords

Lean Management, Corporate Culture, Effectiveness

<https://oajem.damray.com/>

OPEN ACCESS

DOI:

Received: June 28, 2022

Accepted: July 24, 2022

Published: August 10, 2022

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Introduction

Enterprise culture construction is an important part of enterprise management and plays a key role in promoting the healthy and stable development of enterprises. Lean management, as a modern enterprise management concept, focuses on maximizing benefits with minimal resource input. If it is integrated into the construction of corporate culture, it is not only conducive to improving corporate cohesion, but also effectively enhances the competitive advantage and profitability of enterprises, forming a synergy between the top and bottom to achieve corporate development goals. Therefore, how to effectively play the role of lean management in the construction of corporate culture is an issue that needs to be examined by corporate managers.

1. Lean Management Basic Content

1.1 Basic Content

The basic characteristic of culture is its humanistic nature, which is based on a solid theoretical foundation and a clear ideological value, and belongs to an intrinsic concept with a wide range of influence, which can include many contents. Lean management, on the other hand, is to obtain maximum benefits with minimal resource input, and human, capital and time are all input resources. In the service industry, for example, the minimization of resource consumption while customers enjoy quality service, i.e., the elimination of the maximum amount of resource waste generated by this process when providing services or introducing products to customers, can be called lean management [1]. Promoting a lean culture throughout the development of business operations not only effectively improves the internal environment of the company, but also serves the purpose of motivating employees to work. It will help employees to improve their work efficiency and quality, and create higher economic value for the company, which will help the company's strategic development.

Lean management does not need to be a "new stove", but a company can innovate on the basis of its original management model to achieve a leap forward in management. Lean management culture can help managers examine their own problems and hidden dangers, avoid "darkness under the lights", and continue to pursue excellence and innovation to effectively solve problems and potential dangers that limit the development of the enterprise, enhance the competitive advantage of the enterprise market, and break through the development bottleneck. However, lean management culture cannot be accomplished in high quality by the managers alone, and it needs to be implemented effectively in the actual business development and daily management of the company by working with all employees to form a joint effort to promote the corporate culture towards the set goals.

1.2 The role of lean management in the construction of corporate culture

1.2.1 Facilitate the development of a virtuous cycle

The concept of "maximizing value" is integrated into the strategic development goals of the enterprise, and Lean management is integrated into the corporate culture, so that employees can gradually form a good working culture under the influence of the corporate culture, establish the correct values, correct working attitude, and minimize the wrong operation behavior in the daily management and production process. To avoid unnecessary losses, In the process of promoting lean management-based corporate culture, we should also focus on motivating employees, practicing effective incentive mechanisms, combining performance appraisal and other related means to closely combine the interests of enterprises and employees, promoting the development of a virtuous cycle of enterprises, while also achieving a positive new pattern of corporate management.

1.2.2 It is conducive to the enhancement of corporate cohesion

By deepening the corporate culture based on lean management, and by maximizing corporate value with minimal resource input, and by establishing a top-to-bottom synergy concept, and by working towards a common goal under the leadership of a lean corporate culture, the various resources of the company can be fully utilized, and at the same time, corporate cohesion can be effectively enhanced and efficient operation of the company can be realized. Conversely, with the above mechanism promoting, it can also provide a boost to the construction of an excellent corporate culture [2].

1.2.3 It is conducive to promoting the development of enterprise innovation

According to the research and analysis of the current market situation, most companies adjust their management model according to the development of the market environment in order to help them better cope with the overly complex and changing external environment. After the implementation of Lean Management, innovation of the original management model is the inevitable way. On the one hand, this will enhance the competitive advantage of the company in the market, and on the other hand, it will promote the change of management to standardization and standardization.

2. Evolution and development of lean management in the Chinese model

The core of Lean Management is to make full use of the existing factors of production, to optimize and rationalize the overall allocation of resources, and to eliminate worthless labor and resources generated in the production process, which minimizes the cost of production and operation and achieves the maximum input-output ratio.

At the early stage of development, lean management is centered on controlling production planning and managing inventory, and the implementation goal is to achieve lean production results. At the same time, it required the participation of all employees in the management process, focusing on improving employees' sense of responsibility and overall

quality, and further improving the technical level.

Before the 1970s, the state-run economy was the dominant economic development model under the traditional economic system, with a typical dualistic economic structure of more advanced industries and cities alongside extremely backward agriculture and rural areas, but also with major flaws and drawbacks, such as high consumption, serious waste of resources, poor product quality, and low lean efficiency. After the reform and opening up, the exploration of new economic model road gradually became the priority task. The complete industrial and national economic system in the early stage played a great role in this economic model, and the solid foundation of heavy industry created favorable conditions for accelerating the development of light industry and improving the environment for agricultural development in the later stage. It can be said that China's thirty years of reform and opening-up and modernization have resulted in a unique "Chinese model", which proposes to solve new problems with a developmental perspective and to improve the science of decision-making and coordination of implementation initiatives in the course of continuous reform and development [3].

The evolution and development of Lean Management in the Chinese model follows the laws of development with Chinese characteristics and is in line with Chinese national conditions and business development requirements, building a new corporate management model based on Chinese culture, exploring the value of Lean Management, allowing Lean Management to focus not only on production planning and management inventory control, but also on the integration with corporate culture, thereby deepening corporate reform and establishing ideas and values that are in line with Chinese corporate management. This will enable us to deepen our corporate reform and establish a Chinese corporate management philosophy that is in line with Chinese corporate management values.

3. How the implementation of lean management can effectively contribute to the construction of corporate culture

Lean management emphasizes the abandonment of sloppy management concepts. With the support of the lean management model, we focus on improving the internal and external environment, effectively reducing operating costs, and improving production efficiency to achieve a high level of excellence in management. Based on lean management ideas, we will build a corporate culture that meets the characteristics of enterprise operation and development and can enhance cohesion, continuously improve our own service level, integrate it deeply with the construction of corporate culture, promote sustainable development and create more economic benefits for the enterprise.

3.1 Do a good job of motivating and guiding to create a good working atmosphere

The premise of implementing lean management to promote the construction of corporate culture is to guide employees to establish the right values. This value should fully reflect the lean management idea, combine with the current situation of enterprise operation and development, set up lean goals according to the characteristics of production operation, implement into many aspects such as product quality management and service level improvement, and effectively improve the management efficiency. First of all, as the implementer of lean management, the management of the company should play a correct role in guiding and implementing the principle of people-oriented culture, and promote the culture from the perspective of the long-term development of the company and the interests of the employees. The lean culture concept of joint progress and common development.

Secondly, the performance appraisal mechanism is practiced. By combining the interests of the company with those of the employees, the incentive mechanism will not only satisfy the employees' own interests, but also restrain and regulate their personal behaviors, correct their work attitudes, stimulate their subjective motivation, make them more active in their work, create a healthy and upward working atmosphere, maximize the use of available resources, and promote the construction of lean corporate culture [4].

Finally, the cohesive role of corporate culture in corporate production and operation promotes the improvement of corporate profitability, the precise control of corporate cost investment, and the optimal allocation of resources. The results of lean management will be solidified in stages, and the management system will be improved to realize the results of lean management on the ground.

3.2 Integrate lean concepts and give full play to the cohesive role of corporate culture

In the process of promoting corporate culture, we should always take the actual needs of employees as the starting point, protect the basic rights and interests of employees, create a standardized upward path, and provide equal opportunities for development. Such as moderately open the power to participate in business decision-making, so that employees feel the importance of the enterprise and enhance the recognition of employees to the enterprise. This working

mechanism will guide employees to consciously regulate production operations, enhance quality supervision awareness, avoid unnecessary losses due to personal misuse, and to a certain extent can effectively reduce the occurrence of irregularities. The integration of Lean concepts into the corporate culture will not only increase employees' sense of belonging, but will also enable them to clearly define their position in the corporate strategic development system and effectively improve their overall quality.

Lean management is also applicable to technological innovation and production operations, combining the core of the above-mentioned aspects to achieve a highly integrated concept. Under the influence of the common concept, the managers and employees will work together to promote the in-depth construction of the humanistic environment of the enterprise, bring together the innovative wisdom of all employees, fully connect with the production activities, so that the internal and external environment will form a unified "value maximization" ideology, thus integrating the lean culture into all aspects of production and operation, giving full play to the corporate culture. This will enable us to integrate Lean culture into all aspects of production and operation, and to give full play to the cohesive effect of corporate culture, and to make the company the most competitive and outstanding enterprise in the industry.

3.3 Improve the management system to achieve the goal of lean excellence

A sound management system is a prerequisite for the implementation of lean management and the building of corporate culture. On the one hand, the establishment of a management system in line with the lean culture can provide a basis for regulating the behavior of employees. It is important to strengthen the constraints on employees' behavior by means of a mandatory system, and within the constraints, to build as much space as possible for employees' growth and encourage them to gradually improve their ability to perform their duties during their career. On the other hand, the company should develop a management system that is in line with the company's own development situation, such as product marketing, market supervision and financial management, and enhance the implementation of the system in all aspects to ensure that lean thinking is internalized as the driving force for sustainable development of the company, so as to achieve the goal of building a lean corporate culture.

4. The positive impact of excellent corporate culture on business development

In the new era, the rapid development of social economy, along with the increasingly fierce competition among enterprises, facing the extremely complex internal and external market environment, corporate culture, as an important part of enterprise management, is not only conducive to better control of production costs, but also can actively meet the development trend of the knowledge economy era under the leadership of profound corporate culture, play the advantages of enterprises, seize more market share, and use corporate culture to promote Enterprise innovation.

First of all, an excellent corporate culture can map the values and inner spirit of the company. It can guide the management and employees from top to bottom to form the basis of the enterprise's motivation to seek development in the competitive environment, achieve the long-term strategic goals of the enterprise and create maximum corporate value.

Secondly, an excellent corporate culture can better reflect the lean management model of an enterprise. Perfect and standardized internal management system, modern management concept, etc., which can promote the further improvement of enterprise operation efficiency, maximize the savings of enterprise production costs and achieve maximum economic benefits.

Finally, an excellent corporate culture can better shape and promote the corporate brand. By integrating lean management with corporate culture, we can create an influential corporate brand, attract more potential partners with brand influence and appeal, and guide the effective integration of resources in the industry to achieve a virtuous cycle, thus enhancing the profitability of the company.

5. Conclusion

Through the research and analysis of various types of enterprises at this stage, Lean Management, as an advanced modern management concept, can effectively improve the internal and external environment and lay a solid foundation for enterprises to win the market competition by integrating its ideological connotation into the construction of corporate culture and creating maximum value with minimal resource investment.

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