

Lean Management Practice and Organizational Success

Dr. Victor Barinua and Charity Tidjoro

Department of Management, Faculty of Business Studies

Ignatius Ajuru University of Education, Rumuolumini, Port Harcourt, Rivers State, Nigeria

Abstract: *The study examines how lean management practice enhances organizational success. The objectives of the study were to examine how Andon support system and value stream mapping enhances organizational success. Based on the objectives the study reviewed extant related literature on lean management practice and organizational success. The study found that Andon support system and value stream mapping enhance organizational success. Therefore, the study concluded that failure to use Andon support system and value stream mapping affect organizational success. Hence, the study recommended that Management should use Andon support system such Automated defect detection, Capacity utilization, Continuous improvement as control mechanism in lean management to achieve organizational success in terms of business growth and profitability. Management should use value stream mapping such as supply chain, product flow, information flow and waste elimination to attain organizational success in terms of business growth and profitability.*

Keywords: *Lean management practice, Andon support system, value stream mapping, organizational success, business growth, profitability.*

INTRODUCTION

Background of the Study

The ability of an organization to accomplish its goals is always tied to the presence of a well-defined strategy or plan. However, a plan is not considered a success unless it accomplishes its stated goal. Successful companies create value in goods and services, however, organizations exist in many forms and sizes, as well as a wide range of flavour profiles and colours, so what constitutes success for one organization may be different from the other (Donsophon et al., 2016). Organizational success is the goal that many companies seek today, and it can no longer be achieved just via the production of goods and services. Rather, the goods and services must be produced with quality to compete in the global market. Additionally, Davis and Heineke (2005) discussed several companies' experiences with reducing waste via lean management, including a reduction in average inventory of approximately 50%, a lowering in processing times of 50% to 70%, a dramatic drop in setup times of 50% without a huge investment in plant, machines, or equipment, an increment of between 20% and 50%, and an average payback time for an investment of

less than nine months. As a result, the great accomplishments achieved at the operations level have an influence on the effectiveness in terms of profitability (Fullerton et al., 2003; Green & Inman, 2007); sales (Maiga & Jacobs, 2008) and customer satisfaction (Chong, White, & Prybutok, 2001; Fullerton & McWatters, 2001; Fullerton (Bhasin, 2008; Rahman et al., 2010). To achieve success, companies must use their products and services as a major method of ensuring continuing profitability and success now more than ever. It is widely considered that an organization is successful when it achieves specific objectives that enable it to be profitable and competitive within its particular sector or market (Crowell, 1998). The precise form of these outcomes or success varies per company, but may include the achievement of certain sales, revenue, or market share targets; the achievement of specific production targets; the preservation of specified quality standards; or even the occurrence of specified safety records. In particular, firms will be able to achieve their goals and gain customer

loyalty. Each of these outcomes is a global or composite measure of a company's overall success. Organizations have realized the need for continuous assessment of their own global results as a common component of monitoring their own health and performance.

When it comes to today's global competition, manufacturing, service, and public sector organizations must find ways to improve their efficiency and competitiveness by adopting suitable lean management practices such as value stream mapping and the Andon support system (Liker, 2004; Mohd et al., 2014) into

the company's culture. Although scholars over the years have tried to promote the concept of lean management practice, literature on lean management practice and how it could be adopted to attain organizational success is still lacking in literature. Given the advantages of lean manufacturing in both the manufacturing and service sectors, it is critical to examine how the application of lean management practice enhances organizational success to bridge this gap in literature.

Statement of the problem

Organizations are faced with new and varied pressures to succeed in today's highly competitive industry. In many businesses, a plethora of extremely identical items and services has developed to the point that customers often struggle to distinguish one from the other (Crowell, 1998). Many industrial and service organizations have been pushed in recent years to improve their attention to product quality to gain customer satisfaction. With the problems of global competitiveness in mind, many firms have been challenged to discover methods to lower costs, improve quality, and fulfill the ever-changing wants of a more knowledgeable class of consumers.

In recent times, as a general rule, in lean manufacturing (LM), information-based processes such as data process engineering are not often used for process improvement. Only a small portion of this data is used for tracking purposes. Aside from that, the management group is unable to effectively analyze the influence of process factors on lean in order to build communication and decision-making. Another issue is that when manufacturing proceeds without first building a good communication system, the enhanced operator will be unable to reduce the time between failure incidence and reporting to an acceptable level.

Wheatley (2005) addressed why firms are attempting to replicate and apply Lean concepts in their own contexts. According to

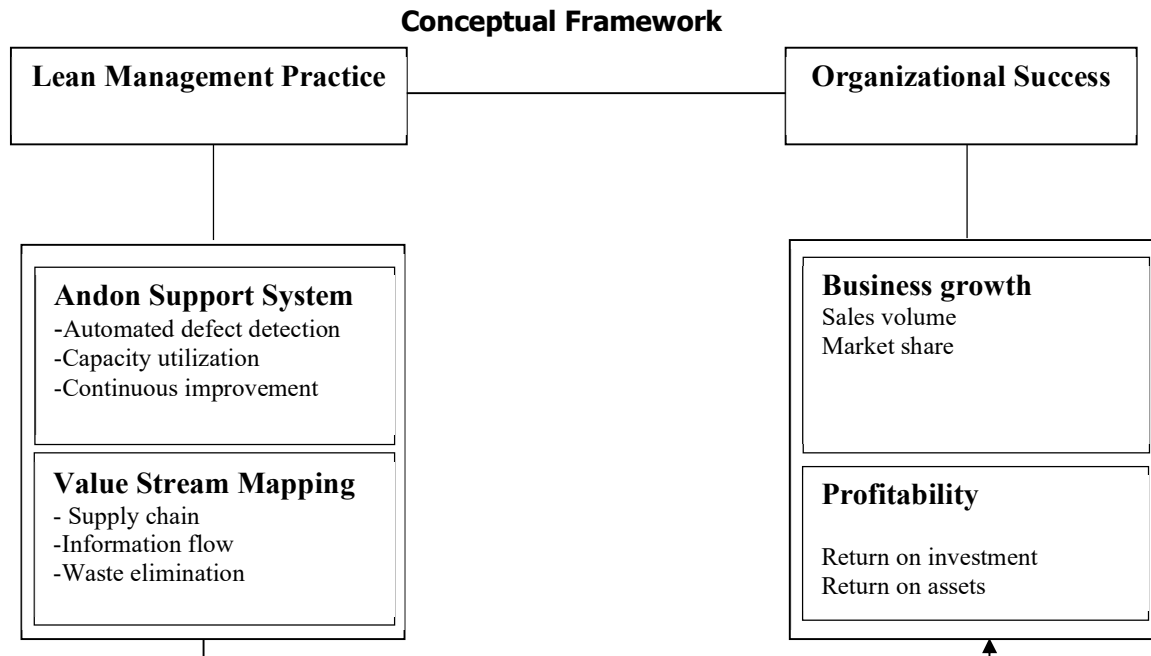
Wheatley (2005), the top five business reasons include ongoing pressure to enhance operational efficiency, maintaining a competitive edge in pricing and service, pressure to increase profit, consumers seeking shorter order-cycle times, and customers demanding lower prices. Lean management is currently a key and frequent technique for achieving corporate performance. Some firms, such as those in the manufacturing sector, have been using the lean method for many years, yet there are still some organizations that have a long way to go to become leaner. Many businesses aren't competitive in this area because of the issue of wide production, which hasn't changed while new technology has taken hold in today's businesses. This is why many businesses are not competitive.

Womack and Jones (2003) emphasized the need for effective leadership throughout the lean transition process. They went on to say that executives should instigate a crisis to push the firm to embrace Lean thinking, and that this should be the corporate strategy. Due to the problem of broad production, which has remained in place while new technology such as the Andon support system has taken root in today's business operations, many companies suffer from non-competitiveness in this regard. Therefore, it becomes necessary for the present study to examine how lean management practices enhance organizational success in order to provide a solution to the problem.

Conceptual Framework

As a study, it's important to first identify and then explain the core components of your variables, and then link them with the numerous other aspects and impacts of the work (Ravitch & Riggan, 2012). Therefore, the

below conceptual framework aids in identifying and clarifying the dimensions of lean management practices and measures of organizational success adopted in the study.



Source: Dimensions of lean management practice were adopted from the work of Nwachari (2018). Measures of organizational success were adapted from the work of Smith (2009).

The Aim and Objectives of the Study

The aim of the study was to examine how lean management practices enhance organizational success. The objectives of the study are to:

- i. Examine how the Andon Support System enhances business growth.

- ii. Ascertain how the Andon Support System improves profitability.
- iii. Examine how value stream mapping enhances business growth.
- iv. Examine how value stream mapping improves profitability.

Research Questions

The following research questions were developed to guide the study.

- i. How does the Andon support system enhance business growth?
- ii. How does the Andon support system improve business growth?

- iii. How does value stream mapping enhance business growth?
- iv. How does value stream mapping improve business growth?

Significance of the Research

When it comes to making strategic and investment choices in the face of increased global competition, the findings of this study will be invaluable. In the supply chain management field, the study's results will

assist management in using the Andon Support System of lean management to improve business growth and profits. Lean management implementation will help management to

improve profitability. Manufacturers and distributors in the supply chain will benefit from the findings of this research since it will help them improve their pricing and costing

strategies. Researchers and academics that are interested in lean manufacturing processes and supply chain performance would benefit from this study's conclusions.

Operational Definition of Terms

The following terms used in the study were defined as follows:

Andon Support System: A "sign" or "signal" from a technology that gives visual assistance when identifying a problem as it happens,

allowing counter measures to be implemented quickly to prevent a recurrence.

Business growth: The stage at which a business reaches the point of expansion and looks for new revenue streams.

Lean management practice: Lean production is a thought process and philosophy that is used to examine businesses, whether manufacturing, service,

or any other activity that involves a supplier or customer relationship, with the goal of eliminating non-value-added tasks.

Organizational success: The achievement of specific goals that allow a company to be

profitable and competitive in its industry or market.

Profitability: Profitability refers to the state of a business to generate revenue.

Value stream mapping is a lean manufacturing tool that is used to design and assess the manufacturing process.

REVIEW OF RELATED LITERATURE

Conceptual Review

Ohno (1988) associates lean manufacturing with the Toyota Production System (TPS), a Toyota-developed integrated socio-technical system that encompasses the company's management philosophy and practices. It manages firms' production and shipping operations, as well as interactions with suppliers and consumers (Ohno, 1988). Due to the inability of mass manufacturing to handle urgent or unique requests, lean production was developed to address this issue. Just as mass production was the

dominant mode of production in the twentieth century, lean production has emerged as the dominant mode of production in the twenty-first. Businesses may become far more adaptable and responsive to client requests by using this strategy. By removing redundant procedures, reorganizing workers into cross-functional teams committed to a single task, and always aiming for improvement, businesses may create, manufacture, and distribute goods with half or less human effort, space, equipment, time, and total cost.

Lean Management Practice Concept

Lean has been used in industry for more than 40 years as a method of enhancing corporate performance (Emiliani, 2006). The release of the machine that changed the world in 1990 sparked great interest in the subject (Womack et al., 1990). Numerous review studies (Gupta

& Jain, 2013; Jasti & Kodali, 2015; Stone, 2012) have analyzed the rise of lean management approaches in manufacturing. Over time, lean management concepts and techniques have been refined, and

according to Shah and Ward (2007), the primary goal of lean management is to achieve zero waste in production, the greatest possible quality, and resource and energy optimization.

Lean management approaches include a range of management techniques with an emphasis on supplier management, quality, and waste reduction. Lean management can be thought of as a synergistic collection of integrated modern manufacturing management practices, which are frequently classified as subsets of just-in-time (JIT), total quality management (TQM), and total productive maintenance (TPM), as well as a collection of supportive human resource management practices, such as teamwork and employee empowerment. Clark et al. (2013) emphasized the critical importance of grasping the Lean concept of eliminating waste and non-value-added operations in order to execute Lean management methods flawlessly. The Lean manufacturing idea has been improved and expanded in Japanese industry during the last decades. According to Shingo (1989), Toyota Company's employees discovered that typical operations management techniques did not operate effectively while attempting to adopt them just in time. Unidentified problems early in the production process led to flaws later in the process, resulting in enormous and inefficient inventories. The objective is to increase quality and decrease costs in order to assist

Japanese firms in growing and becoming more competitive in global markets for selected manufacturing lines. As a result, lean management approaches enable businesses to create sustainable competitive advantages (Womack & Jones, 2003).

Lean's strategic components may be fairly complicated and include several trade-offs. Waiting time between processes: This is inefficient since failure to produce swiftly results in the business losing market opportunities. According to Soriano-Meier and Forrester (2002), the true value of lean comes from the system's strengthening. Lean methodologies guarantee that system flaws become apparent early due to their significant effect. This should prompt the corporation to act swiftly to rectify the situation. Mitchell (2001) said that typical mass manufacturers should be able to cut lead times by 90%, inventory levels by 90%, and labour productivity by 50%. Thus, waste minimization is an important issue to consider while practicing lean management. A satisfactory return is contingent upon a variety of elements, including the type of business risk involved, among others. If a business does not generate profits, invested money will be depleted, and if this condition persists, the firm will eventually cease to exist. Profitability demonstrates a business's financial capability and tends to increase money-producing capabilities.

Dimensions of Lean Management Practice

A critical review and discussion of the components of lean management practices are the focus of this section. Technology adoption; Andon support system; intellectual knowledge; value stream mapping; manufacturing process; manufacturing equipment; visual information systems; product development; and workforce management and supplier/customer

relationships (among others) are all aspects of lean management practices, according to Gama and Cavenaghi (2009; Gama & Cavenaghi). However, this research focused on two aspects of lean management, namely, the Andon Support System and value stream mapping, because they are critical for companies in today's business operations. These dimensions are discussed below.

Andon Support System

Andon is a Japanese word for paper lantern. It refers to a visual control system that utilizes an electric light board (or other signal device) hanging in a factory to allow a worker to request assistance and halt the production line (Liker, 2004). Andon is a "sign" or "signal" that

gives visual assistance when identifying a problem as it happens, allowing countermeasures to be implemented quickly to prevent recurrence (Kemmer et al., 2006). The Japanese use Andon systems as a

communication tool to inform all production staff on the factory floor about the condition of a manufacturing line or a procedure. Andon systems come in a variety of configurations,

Value Stream Mapping:

In the words of, value stream mapping is a lean manufacturing tool that is used to design and assess the manufacturing process. It is intended to provide managers with a straightforward approach to viewing the value flow. Customers who are willing to pay for a product's value define value as that which transforms the product into the shape sought by those who are prepared to pay for it (Kocakulah, Brown & Thomson, 2008). Each step in the value stream mapping process is referred to as a step. First, a product family is selected to serve as the focal point of the improvement endeavour. This product family is based on comparable processing processes and equipment requirements (Daan, 2012). The aims of value stream mapping are to assist managers in identifying waste in all of their processes in order to eliminate it. Examples of waste include the time wasted during the production process due to a faulty organization of the working equipment (motion), waiting, the time spent moving products from one stage of the production process to another, from the production workshops to warehouses (transportation), and producing more product than is required for the next stage of the product (Mohd et al., 2014).

A corporation is made up of hundreds of processes and activities, and it was thought that by enhancing one process, the whole operation would reap the advantages to the greatest extent possible. Production information was one of the most critical factors to consider while developing the Value Stream Mapping (VSM) application (Martin & Osterling, 2014). The information obtained from clients was converted into product specifications, product schedules, as well as delivery dates and directions, according to the needs of the customers. Due to its ability to comprehend information provided by clients, the organization has become a real necessity required by those customers (Mohd et al., 2014). VSM is the technique of describing all of the information flow from raw materials to

from traffic light systems to basic status lights to entire display boards mounted in prominent areas around the manufacturing facility.

final items using symbols and numbers, and it is used in the manufacturing industry. When it comes to understanding the flow of information through an organization and improving its efficiency, VSM is essential. Since the 1980s, the adoption of VSM has been credited with the success of Toyota Motor Corporation. The goal of using VSM in the Toyota manufacturing process was to detect waste throughout the production process.

Nowadays, the VSM is used to detect wasteful expenditures of time and resources, resulting in the simplification and streamlining of business processes. The information that comes from the customer's viewpoint is referred to as "value," and the customer is the one who consumes the output. Actions and resources that add value to the customer's experience are called "value-added" (Mohd et al., 2014). The term "on-added value" refers to everything that is done to generate the output but provides no value to the client, who is still obligated to pay when they purchase the goods or service. By using standard symbols and numbers, VSM depicts the whole set of processes and activities that generate value for the client, and by using standard symbols and numbers, it serves as a communication tool for both internal and external communication, as well as for sharing approaches and results throughout the entire business (Martin & Osterling, 2014).

Value stream mapping (VSM) is the practice of graphically mapping the movement of information and content (Mohd et al., 2014). An improved process, methodologies, and performance will be employed to generate the future state mapping based on the information included in this map. VSM aids in the visualisation of the station time cycle, inventory, labour, and, most importantly, the flow of information across the supply chain. VSM allows an organization to observe the complete process in both its present and future states with clarity and precision.

Mapping the value stream is crucial for supply chain management. No study on lean management practices has been conducted that does not use the phrase "supply chain management." The term "supply chain" is well-established in the literature and is commonly defined as the alignment of enterprises involved in the process of bringing goods or services to market (Lambert et al., 1998). The supply chain is comprised of manufacturers, suppliers, transporters, warehouses, wholesalers, retailers, and other intermediaries, as well as customers (Felea & Albastroiu, 2013; Mentzer et al., 2001). A supply chain is defined as "a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer." Felea and Albastroiu (2013) say that a supply chain is a network of people who get raw materials, people who make them into usable products, and people who get them to customers.

Without any concerted attempt to coordinate the supply chain system as a whole, each entity in the network pursues its own objectives and functions independently of the others. The following are decision variables in supply chain management: facilities and sourcing points' locations, production; what to manufacture in which facilities Inventory management: determining how much to purchase, when to order, and maintaining safe stock transportation. The form of transport, the quantity of the consignment, the route, and the scheduling (Christopher, 2005). Suppliers, managers, and consumers are all stakeholders engaged in meeting customer demand, and the supply chain includes all of them. Supply chain components include raw material availability, distributors, wholesalers, retailers, and the final consumers, in addition to manufacturers and suppliers. The supply chain refers to the operations inside a company that are responsible for receiving and delivering consumer orders. Operations, new product development, marketing, finance, distribution, and customer support are just a few of the responsibilities of a general manager (Chopra & Meindl, 2007). The supply chain integration level (SCI) refers to the amount of strategic cooperation and

control of inter- and intra-organizational activities in the supply chain (Flynn et al., 2010). The majority of earlier research saw SCI as a method of integrating information across suppliers, manufacturers, distributors, and consumers (Pagell, 2004). Others place emphasis on information, resources, and financial flows, while other definitions of SCI emphasize material flow and component components (Flynn et al., Agues, 2010). SCI provides numerous benefits to the organization, including an increase in financial performance (Flynn et al., 2010; Rosenzweig et al., 2003), an increase in customer satisfaction (Zailani & Rajagopal, 2005), and an increase in market share (Zailani & Rajagopal, 2005), among others (Oghazi, 2009).

Product flow is another important aspect of value stream mapping. The movement of goods throughout organizations has been studied and classified in a variety of ways. Medina-Mora et al. (1992) identified two distinct forms of product flow in organizations: material flow, or the movement of tangible items, and information flow. Juran (1993) classified products into three categories: things, services, and software (referring to intangible products such as information and computer software). Kock and Tomelin (1993) created the quality flow matrix as a graphical tool for identifying internal and external providers and buyers of products in businesses, therefore distinguishing three sorts of products: goods, services, and information in the conventional sense.

Three product categories were identified in the product flow across corporate processes: products, services, and information. Business processes were modeled using flow charts and quality flow matrices in accordance with that concept (Kock & McQueen, 1996). The product-oriented perspective of organizations is compatible with Porter's proposal to characterize business units and sectors according to their product portfolios (1980, 1985). However, there is no one-to-one correspondence between products and processes. Numerous products may be generated by a single business process (e.g., a plant can be seen as a single huge process whose outputs are the different

products produced by the plant), or multiple business processes can be combined to make a single product (e.g., the various processes in a car assembly plant). A business process is a non-tangible, abstract entity. While it is often feasible to anticipate the qualities of a product based on the study of a process, an examination of a product (commonly referred to as "reverse engineering") seldom results in a thorough knowledge of the business process that developed it (Kock & McQueen, 1996). Information flow is also very important in value stream mapping when engaging in lean management practices. The flow of information is the organization's lifeblood, and the organization cannot live without it (Yinshuo et al., 2012). In companies, information flows perform a variety of critical functions (Jivan & Zarandi, 2012). Increased familiarity with the material by the subject increases the probability and magnitude of attitude change. Employees' knowledge of the organizational purpose and methods leads to their conduct in a consistent way, resulting in enhanced congruence with the organization's other levels. Between functions, information flows via five distinct sets of elements: input, output, guidance, constraint, and feedback. The input specifies the raw resources necessary to run the function, while the output specifies the properties of the output. A guideline is a set of principles, procedures, and regulations that regulate how the function is to be carried out. Prior functions may have an effect on or restrict the selection of an alternative or the adjustment of existing advice. A constraint is a term that refers to this sort of information. A function's feedback is information received from a future function

The Concept of Organizational Success

The success of an organization is measured by its ability to successfully complete a project while also fulfilling the competing demands of quality, timeliness, cost, and various stakeholder needs and expectations (Aga et al., 2016). Financial performance, customer satisfaction, internal procedures, learning, and organizational development are all examples of how an organization's objectives might be achieved (Donsophon et al., 2016). The extent to which an organization is able to meet its long-term sustainability goals is a measure of

that may necessitate adjustments to the present function's implementation. Information flow consists of three components: the information source, the information transfer channel, and the information receiver (Levin et al., 2002).

Waste elimination is the critical factor to consider in value stream mapping. The advantages of lean manufacturing stem from the removal of waste at all stages of the production process. However, Dobler and Burt (1996) assert that to save time, decreasing the amount of time required to complete a task from start to finish is one of the most efficient methods to remove waste and decrease expenses. Reduce total costs. In order to keep costs down, a business must operate exclusively in response to client demand. Overproduction drives up a company's inventory expenditures due to storage requirements (Dobler & Burt, 1996). Lean's strategic components may be fairly complicated and include several trade-offs. Waiting time between processes: This is inefficient since failure to produce swiftly results in the business losing market opportunities. According to Soriano-Meier and Forrester (2002), the true value of lean comes from the system's strengthening. Lean methodologies guarantee that system flaws become apparent early due to their significant effect. This should prompt the corporation to act swiftly to rectify the situation. Mitchell (2001) said that typical mass manufacturers should be able to cut lead times by 90%, inventory levels by 90%, and labour productivity by 50%. Thus, waste minimization is an important issue to consider while practicing lean management.

its performance (Fleck, 2009). Exceptional performance is a result of an organization's ability to accomplish its goals and objectives (Whitney, 2010). For an organization to achieve its goals, it must be able to manage its operations in accordance with a common vision from all stakeholders (Dell & Kramer, 2003). An organization's success is measured by its capacity to accomplish long-term objectives and to establish a balance between the organization's and its workers' aspirations (Kenny, 2001).

Measures of Organizational Success

In this study, goal attainment and customer loyalty were used as measures of organizational success because they enable the study to examine organizational success

Business Growth

Business growth is crucial to the success of any nation's economy. Key performance indicators of manufacturing firms may be measured in the areas of financial growth, strategic growth, and structural growth (Jaja, 2009). Several measures of firm performance include profitability measures like earnings per share, net profit margin, and return on capital employed; cash flow measures; firm growth; earnings; and sales growth (McMillan, 2002). Growth relates to a beneficial shift, often over a period of time, in size and/or maturation. Growth can happen as a maturation phase or as a process towards satisfaction or completion. For example, it can also perpetuate endlessly, as detailed by some theories of the universe's ultimate destiny. Growth is an important lifecycle stage for all for-profit organizations. The sources of business growth have been given considerable academic attention.

The overwhelming majority of companies belong to the category of small and medium-sized enterprises, and these companies play a major role in the world economy at the same time (Popescu & Andreea, 2012). Growth is a process that takes place over several periods of time. A firm's growth can be depicted over

from both financial and non-financial aspects. The measures and their indicators were discussed below.

time by changing some variables. It is probably profit, physical output in natural units, sales in currency units, or market share that are the most frequently used growth measures (Delmar, 1997; Wiklund, 1998). It is presumable that such measures of growth are interrelated. However, this mutual dependence is not clear-cut and the empirical findings on this topic are inconsistent. For example, evolutionary models suppose that profitability is the main factor of firm growth (Nelson & Winter, 1982). Strategic growth refers to the extent to which companies involved in competitive advantage development are more successful than other organizations. A key strategic leadership job is to construct and retain a company's competitive benefits, which should enable its company operations to obtain above-average outcomes (Chen & Cheng, Business also grows within the internal structure that relates to changes in its internal systems in management roles, the level of responsibilities, relationships, communication links, and the degree of resource control. Thus, business growth has become a critical factor for a firm's success.

Profitability

Profitability is one of the most critical goals for managers to achieve. Profitability is the prime factor for goal attainment. Profitability is often characterized as an investment's capacity to produce a profit from its utilization. The phrase "profitability" is made up of two components: "profit" and "ability." Profit, which has been defined in a variety of ways, is the amount left over after subtracting total expenses from sales income. The word "ability" refers to an enterprise's capacity to generate profit (Akinsulire, 2010). The capability is often referred to as the investment's earning power, earning capacity, or operational performance. The overarching goal of a firm is to produce a reasonable

return on investment while maintaining a stable financial position. A satisfactory return is contingent upon a variety of elements, including the type of business risk involved, among others. If a business does not generate profits, invested money will be depleted, and if this condition persists, the firm will eventually cease to exist. Profitability demonstrates a business's financial capability and tends to increase money-producing capabilities.

Today, profitability analysis has surpassed other factors that are stressed in financial statement interpretation in developed and emerging nations. Financial analysis is mostly external in nature;

profitability analysis is both internal and external in nature. Profitability analysis assists in critically examining and understanding corporate enterprises' existing and potential earning capacity. It becomes much more critical when there is an earning objective inside the organization that guides the behavior of managers and other personnel (Akinsulire, 2010). Additionally, it assists external users of accounting information about a particular business concern, such as bondholders, shareholders, potential investors, bankers, and other creditors, as well as numerous governmental agencies, in determining the economic health of the business concern based on its net earnings. Generally, common-size statements are scaled-down versions of the originals. These statements are most useful to an analyst when examining a business's current financial status and operational outcomes, particularly when comparing businesses within the same sector over time and across various companies within a year. Profitability is the primary driver of all economic investment. The majority of financiers invest in businesses to maximize shareholder wealth and economic wellbeing (Akinsulire, 2010). Profits serve as a barometer of financial management efficiency

and control, a measure of the value of their investment, a margin of safety for creditors, a source of fringe benefits for employees, a measure of taxable capacity and the basis for legislative action for the government, and a barometer of economic progress, national income generated, and a rise in the standard of living for the country.

Managers are continuously looking for methods to enhance profitability (Toshniwal, 2016). Economists believe that deducting the "implicit" and "explicit" expenses of a time from the income generated during that period yields the economic profit number (Toshniwal, 2016). The word "explicit costs" has the same meaning as "accounting profit," while "implicit costs" refers to the compensation for those inputs of production held by the entrepreneur. For example, the rent on one's own land and building, the interest on one's own money, and the owner's pay are all considered "implicit costs" (Toshniwal, 2016). Economic earnings provide the firm with a long-term perspective. Economists believe that deducting the "implicit" and "explicit" expenses of a time from the income generated during that period yields the economic profit number (Toshniwal, 2016).

Theoretical Review

The research was founded on two theoretical frameworks: the resource-based approach and the theory of limits.

The Theory of the Resource-Based Perspective

This investigation was based on Penrose's resource-based vision theory (1959). According to the resource-based approach, a firm's success is influenced by its unique resources and skills. Lean manufacturing is seen through the lens of RBV theory as a strategic choice that may be utilized to close

gaps in the firm's resource and capability gaps. This means that adopting lean manufacturing will improve businesses' capacity to use resources and their ability to reduce the time between customer order and product build/shipment by removing waste, hence boosting firms' competitive advantage.

Constraints Theory

Additionally, this work was driven by Eliyahu's notion of limitations (1984). Constraints are defined as any aspect or factor that prevents a system from doing more of what it was supposed to achieve (i.e., attaining its purpose). According to the Theory of Constraints, organizational performance is directly improved by combining lean

manufacturing as a catalyst for constraint reduction with the goal of ensuring systems do more of what they are supposed to do. This entails initiating and implementing game-changing improvements by concentrating on a single objective. Constraints that hinder a system from performing at a higher level of performance need lean manufacturing

approaches to boost a firm's competitive advantage.

Empirical Review

An investigation by Kanyanya (2013) focused on Nairobi's lean manufacturing methods and their impact on the performance of listed companies. First, this study sought to determine the impact of lean manufacturing practices on the performance of Nairobi Securities Exchange-listed companies. Secondly, it sought to document how far these companies have gone in adopting lean manufacturing practices, and thirdly, it sought to identify challenges faced by Nairobi Securities Exchange-listed companies in implementing these practices. To remain competitive in today's economy, a firm must understand its customers' desires and needs and build procedures that satisfy their expectations and requirements. The aim of lean manufacturing methods is to increase quality. There are several lean manufacturing practice models that are being embraced, as well as the advantages and problems that come with implementing these practices; these are just a few examples. A questionnaire containing both closed-ended and open-ended questions was used to gather primary data. Open-ended questions allow for the acquisition of qualitative data on respondents' views on lean manufacturing processes in Kenya, while closed-ended questions are used for the collection of quantitative data for the Likert scale. Kenyan businesses feel that lean manufacturing strategies improve long-term company performance and prosperity. The research found that implementing lean manufacturing principles decreased process waste, inventory, lead time, and financial savings from rework and improved process comprehension. The research found that lean manufacturing adoption was hindered by external impediments, logistical concerns, smaller suppliers' difficulties, and worldwide problems. These results should serve as a catalyst for further use of lean manufacturing techniques across the country. In order to conduct the study, researchers had to constantly reschedule their schedules to accommodate the busy schedules of senior executives of firms listed on the Nairobi Security Exchange.

An investigation into the competitiveness of grain milling enterprises in Uasin Gishu County, Kenya, was conducted by Okita et al. (2021). The study's main goal was to determine the impact of lean management methods on the competitiveness of grain milling companies in Uasin Gishu County, Kenya. The research looked at the impact of overall production maintenance techniques and total flow management methods on competitiveness. The study used a descriptive survey design with a target sample of 686 workers from the four grain mailing firms in Uasin Gishu County, Kenya, for this research. To account for the non-response rate, the sample size was increased to 292 people. SPSS version 25 was used to analyze and display the data, which was done via the use of descriptive and inferential approaches. According to the data, the corrected R squared value is 0.465, indicating that the competitiveness of grain milling enterprises in Uasin Gishu county varied by 46.5% at a 95% confidence range owing to total production maintenance (TPM) and total flow management (TFM). According to Porter's general theory and resource-based approach, all of the lean management strategies studied have a major impact on competitiveness. There is a strong case to be made for the strategic bundling of these lean management principles. Significant investments in lean management principles are required for the grain milling business to differentiate itself from its rivals.

Supply chain management relies heavily on value stream mapping. It is impossible to undertake a research on lean management practices without including "supply chain management." According to the literature, a "supply chain" is a word that refers to the alignment of businesses engaged in the provision of products or services to customers (Lambert et al., 1998). Companies in the supply chain include those directly involved in the production process as well as those that are involved in the transportation and storage of finished goods (Felea & Albastroiu, 2013; Mentzer et al., 2001). A

supply chain is described as "a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to

a customer." To put it simply, a supply chain is a system that connects producers and consumers of goods and services by transporting raw materials, processed goods, and finished goods (Felea & Albastroiu, 2013).

Summary of the Empirical Review

The goal of the present study was to examine how lean management practices enhance organizational success. Thus, the aim of the study was achieved as it actually discussed two dimensions of lean management practice with respect to two measures of organizational success. The study also examined two relevant theories that explain how lean management practice improves

organizational success, thereby bridging the identified gap found in past literature. The majority of empirical work on lean management and organizational success has also been reviewed, and their findings indicate that lean management practice improves organizational success. Therefore, the present study claims that lean management practice enhances organizational success.

The Gap in Literature Review

Relevant literature was examined with respect to how lean management enhances organizational success. The review of past literature shows that linking lean management and organizational success was not widely discussed in literature. Most of the past research on lean management practices was

related to economic sustainability, environmental sustainability, and other variables. Additionally, most of the researchers in this area of study were more in diverse developed environments, which shows that their views may differ from those of researchers in underdeveloped environments.

Findings

Based on literature on lean management techniques, value stream mapping and the Andon support system are essential to achieving organizational success. The Andon support system and value stream mapping have been shown to be important aspects of organizational performance. It was concluded that using the Andon support system and value stream mapping improves both the performance of individuals and the company

as a whole towards organizational success. Thus, the findings of this research show that

1. Value stream mapping enhances business growth.
2. Value stream mapping improves profitability.
3. The Andon support system enhances business growth.
4. The Andon support system improves business profitability.

CONCLUSION

The research found from its examination of the literature that lean management practices such as quality control and value stream mapping contribute to organizational success. As a result of the above, when value stream

mapping and the Andon support system are used to enhance business growth and profitability, the firm will achieve organizational success.

RECOMMENDATIONS

In line with the in-depth review of related literature, the following recommendations were postulated to provide solutions to the

1. Management should use Andon Support Systems, such as automated defect detection, capacity utilization, continuous improvement, supply

issues of lack of quality control and value stream mapping that affect organizational success.

chain, product flow, information flow, and waste elimination; help organizations achieve success by increasing profitability.

2. Management should use Andon Support Systems should have capabilities such as automated defect detection, capacity utilization, continuous improvement, and improvement such as supply chain, product flow, information flow, and waste elimination to attain organizational success in terms of achieving business growth.
3. Management should use value stream mapping such as supply chain, product

flow, information flow, and waste elimination to attain organizational success in terms of achieving business growth.

4. Management should use value stream mapping, such as supply chain, product flow, information flow, and waste elimination, to enhance organizational success in terms of profitability.

Contribution to Scholarship

One of the areas in which this study contributes to knowledge is through developing a conceptual framework that focused on Andon Support System and value stream mapping as dimensions of lean management, which provides a better understanding of how lean management enhances organizational success. In this

conceptual framework, these two dimensions of lean management practice were outlined with its indicators in line with two measures of organizational success. As a result of the study's findings, business organizations will be able to achieve organizational success by implementing lean management practices.

Future Research Directions

The actual evidence of the significant link between lean management practice and organizational success was not emphasized in this literature because it was not a complete empirical study. As a result, more studies will be done to empirically evaluate the significant relationship between lean management practice and organizational success through a quantitative technique to test hypotheses.

Lastly, the research did not look into the elements that moderate the relationship between lean management practice and organizational success. As a result, more research is needed to determine the variable that moderates the link between lean management practice and organizational success.

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