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Mintaqa va tarmoqlar iqtisodiyoti
Economy of the region and industry
Экономика региона и отрасли



CULTURAL AND ORGANIZATIONAL BARRIERS TO LEAN MANUFACTURING IN UZBEKISTAN (in comparison with Russia).

Shahlo Irkinovna Mavlyanova

O‘ZBEKISTONDA TEJAMKOR ISHLAB CHIQARISHNI (LEAN MANUFACTURING) JORIY ETISHDAGI MADANIY VA TASHKILIY TO‘SIQLAR (ROSSIYA BILAN QIYOSIY TAHLILDA)

Shahlo Irkinovna Mavlyanova

КУЛЬТУРНЫЕ И ОРГАНИЗАЦИОННЫЕ БАРЬЕРЫ ВНЕДРЕНИЯ БЕРЕЖЛИВОГО ПРОИЗВОДСТВА В УЗБЕКИСТАНЕ (В СРАВНЕНИИ С РОССИЕЙ)

Шахло Иркиновна Мавлянова

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Abstract: This article examines the cultural and organizational barriers to Lean manufacturing in Uzbekistan. Drawing on the theoretical and empirical ideas presented in Krige’s study of Lean implementation in Russian industrial enterprises, the article argues that post-Soviet industrial systems face specific obstacles when adopting Lean methods. These include hierarchical management culture, weak employee involvement, insufficient managerial interest, dominance of accounting-based control over management accounting, low standardization of processes, poor coordination between departments, and limited integration of customer-oriented planning.

Keywords: Lean manufacturing, organizational culture, industrial management, post-Soviet enterprises, production efficiency, management barriers.

Annotatsiya: Ushbu maqolada O‘zbekistonda Lean manufacturing tamoyillarini joriy etish jarayonida yuzaga keladigan madaniy va tashkiliy to‘siqlar tahlil qilinadi. Maqolada Krigening Rossiya sanoat korxonalarida Lean tizimini joriy etish bo‘yicha nazariy va empirik qarashlariga tayangan holda, postsovet sanoat tizimlari Lean usullarini qabul qilishda o‘ziga xos muammolarga duch kelishi asoslab beriladi. Bunday to‘siqlarga iyerarxik boshqaruv madaniyati, xodimlarning jarayonga yetarlicha jalb etilmasligi, rahbariyat manfaatdorligining sustligi, boshqaruv hisobidan ko‘ra buxgalteriya hisobiga asoslangan nazoratning ustunligi, jarayonlarning past darajada standartlashtirilgani, bo‘limlar o‘rtasidagi muvofiqlashtirishning zaifligi hamda mijozga yo‘naltirilgan rejalashtirishning yetarlicha integratsiyalashmaganligi kiradi.

Kalit so‘zlar: Lean manufacturing, tashkiliy madaniyat, sanoat menejmenti, postsovet korxonalari, ishlab chiqarish samaradorligi, boshqaruv to‘siqlari.

Аннотация: В данной статье анализируются культурные и организационные барьеры внедрения принципов Lean manufacturing в Узбекистане. Опираясь на теоретические и эмпирические идеи, представленные в исследовании Криге о внедрении Lean в российских промышленных предприятиях, в статье обосновывается, что постсоветские промышленные системы сталкиваются со специфическими препятствиями при адаптации Lean-методов. К таким барьерам относятся иерархическая культура управления, слабая вовлечённость сотрудников, недостаточная заинтересованность руководства, доминирование бухгалтерского контроля над управленческим учётом, низкий уровень стандартизации процессов, слабая координация между подразделениями, а также ограниченная интеграция клиентоориентированного планирования.



Ключевые слова: Lean manufacturing, организационная культура, промышленный менеджмент, постсоветские предприятия, производственная эффективность, управленческие барьеры.

INTRODUCTION

Lean manufacturing has become one of the most influential approaches to improving industrial efficiency, reducing waste, increasing productivity, and strengthening customer-oriented production. However, the successful implementation of Lean principles depends not only on technical tools, but also on cultural, organizational, institutional, and managerial conditions are essential too.

In the context of industrial modernization, Uzbekistan is increasingly focusing on improving production efficiency, strengthening competitiveness, reducing costs, and increasing the quality of manufactured goods. In this process, Lean manufacturing can serve as an important managerial and technological approach since it is key feature of getting modernized and improved. It is also known as “lean production,” which is based on the reduction of non-value-adding activities, continuous improvement, employee involvement, customer orientation, and the optimization of production flows.

It can be mentioned that the competitiveness of an economy depends significantly on the effectiveness of industrial enterprise management. Lean manufacturing has been widely applied in leading countries, but its implementation in post-Soviet industrial environments has often produced limited results. This makes it necessary to study the factors that reduce the receptiveness of domestic enterprises to Lean principles. For Uzbekistan, this issue is especially relevant because many industrial enterprises still preserve elements of Soviet-style management culture, including centralized decision-making, formal planning, rigid hierarchy, weak integration between production, supply, sales, and customer-service processes.

LITERATURE VIEW

Lean manufacturing originated from the Toyota Production System and later became widely known through the works of scholars and practitioners such as Taiichi Ohno, Shigeo Shingo, James Womack, Daniel Jones, John Krafcik, and Jeffrey Liker. According to the uploaded dissertation abstract, Lean manufacturing developed as an alternative to mass production and was formed through the synthesis of scientific management, administrative management, human relations theory, behavioral management, and quality management.

Kruger A.A distinguished two main interpretations of Lean²⁷.

1. The first views Lean as a system aimed at reducing production cycle time by eliminating seven types of waste.

2. The second understands Lean primarily as a management philosophy focused on long-term personnel development and continuous improvement.

This distinction is highly important for Uzbekistan. In many enterprises, Lean is often understood only as a set of technical instruments:

cleaning workplaces, marking zones, reducing inventories, or introducing visual boards. However, Lean cannot be effective if it is limited to visible tools. It requires changes in thinking, communication, responsibility, planning, and organizational culture.

MATERIALS AND METHODS

This research is based on a qualitative analytical approach. The dissertation source (Krige, A. A. (2012). Increasing the efficiency of industrial enterprise management in Russia based on the concept of “lean” manufacturing [Abstract of candidate dissertation]. Central Economics and Mathematics Institute, Russian Academy of Sciences. Moscow.) is used as a comparative basis because it studies Lean implementation in a post-Soviet industrial context, which has several similarities with the Uzbek manufacturing environment.

The study applies comparative analysis which was used to compare the barriers identified in the uploaded Russian industrial study with possible barriers in Uzbek manufacturing enterprises. Also, conceptual analysis to interpret Lean manufacturing not only as a technical system, but also as a managerial and cultural transformation.

Results and Discussion

There are several difficulties to improve Lean Manufacturing. One of the main barriers to Lean manufacturing in Uzbekistan is the persistence of hierarchical organizational culture. In many enterprises, decision-making remains highly centralized. Employees often wait for instructions from managers and are not encouraged to identify problems, suggest improvements or participate in continuous improvement activities. Lean manufacturing requires the opposite approach. Workers should not be viewed only as executors of instructions; they should be treated as active participants in improving production processes. Another cultural barrier is the fear of openly discussing problems. In traditional management environments, mistakes may be perceived as personal failure rather than as an opportunity for process improvement. This prevents the development of a Lean culture because Lean depends on transparency, problem identification, root-cause analysis, and collective learning.

These processes are also highly relevant for Uzbekistan. Many manufacturing enterprises face weak coordination between departments. For example, sales departments may not provide accurate demand forecasts, production departments may plan output without sufficient information about real orders, and procurement departments may purchase materials without clear synchronization with production schedules. Such fragmentation creates waste in several forms: excessive inventory, waiting time, overproduction, unnecessary movement, delays in customer orders, and poor quality control. Therefore, Lean implementation in Uzbekistan

²⁷ Krige, A. A. (2012). Increasing the efficiency of industrial enterprise management in Russia based on the concept of “lean” manufacturing <https://ojs.kstu.uz/index.php/ej>

[Abstract of candidate dissertation]. Central Economics and Mathematics Institute, Russian Academy of Sciences. Moscow.



should begin not with isolated tools, but with the integration of core management processes.

Lean transformation requires the involvement of senior managers and may also need institutional or state-level support. This can be issue for Uzbekistan. In some enterprises, managers may support Lean only at the declarative level. They may organize training sessions or introduce 5S activities, but they may not change the deeper management system. As a result, Lean remains a formal project rather than a strategic transformation. Another managerial barrier is the dominance of short-term financial thinking. Lean requires long-term commitment. It may not always produce immediate financial results because it first requires training, process mapping, standardization, and cultural change. If managers expect quick results, they may abandon Lean before its real benefits appear.

Furthermore, the dominance of accounting-based control over managerial analysis can weaken Lean transformation. The uploaded material identifies the prevalence of accounting over management accounting as a specific barrier in post-Soviet enterprises. In Uzbekistan, this problem may appear when enterprises focus mainly on formal reports rather than real-time operational indicators such as lead time, inventory turnover, defect rate, productivity, and on-time delivery.

The direct transfer of Western Lean technologies into post-Soviet enterprises may be ineffective. The source argues that enterprises at different stages of development require different implementation sequences and tools. This idea is particularly important for Uzbekistan. Lean methods developed in Japan, the United States, or Western Europe cannot be applied mechanically. Uzbek enterprises may differ in technological level, workforce skills, supplier reliability, market stability, managerial culture, and digital infrastructure. Therefore, Lean implementation should be adapted to local conditions. For example, before introducing advanced Lean tools, an enterprise may first need to establish basic production discipline, accurate inventory records, standardized workplaces, electronic material tracking, and reliable production planning. Without these foundations, sophisticated Lean tools may become decorative rather than functional.

Also, Lean manufacturing cannot succeed without trained personnel. Employees need to understand not only Lean terminology but also the logic of waste reduction, standard work, quality control, and continuous improvement. However, training is often limited to managers, while workers remain outside the transformation process.

Krige A.A emphasizes that Lean is connected with personnel development and the use of employees' intellectual potential. For Uzbekistan, this means that Lean training should include workers, engineers, supervisors, production planners, warehouse staff, and top managers. Lean should become a shared language within the enterprise²⁸.

RESEARCH AND DISCUSSIONS

To overcome cultural and organizational barriers to Lean manufacturing in Uzbekistan, enterprises should follow a gradual and context-sensitive strategy:

- Lean should be introduced as a management philosophy, not only as a set of instruments. Managers and employees must understand that Lean is about changing thinking, communication, responsibility, and daily work habits;

- Enterprises should begin with diagnostic analysis. Before applying Lean tools, they should assess current problems in production planning, inventory control, quality management, supply management, workplace organization, and customer service;

- Top management must demonstrate real commitment. Lean cannot be delegated only to consultants or middle managers. Senior leaders should participate in improvement meetings, support employee initiatives, and connect Lean goals with enterprise strategy;

- Companies should develop employee involvement. Workers should be encouraged to identify waste, suggest improvements, and participate in kaizen activities. A culture of blame should be replaced by a culture of problem-solving;

- Enterprises should improve key management processes: demand forecasting, production scheduling, inventory management, supply coordination, and dispatching. These processes form the organizational foundation of Lean transformation;

- Lean implementation in Uzbekistan should be adapted to national industrial realities. Copying Japanese or Western models without considering local conditions may lead to formalism and disappointment.

CONCLUSION

Lean manufacturing has strong potential to improve industrial efficiency in Uzbekistan, but its success depends on overcoming cultural and organizational barriers. The main obstacles include hierarchical management culture, weak employee involvement, insufficient process standardization, poor interdepartmental coordination, limited managerial commitment, and the mechanical copying of foreign Lean models.

Uzbek enterprises should not treat Lean as a universal ready-made package. Instead, they should introduce it as a gradual transformation of management culture, production processes, employee participation, and customer-oriented planning.

In conclusion, Lean manufacturing in Uzbekistan can be effective only when it is localized, strategically managed, and supported by a culture of continuous improvement.

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²⁸ Krige, A. A. (2012). Increasing the efficiency of industrial enterprise management in Russia based on the concept of "lean" manufacturing <https://ojs.kstu.uz/index.php/ej>

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