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# The Moderation of Lean Manufacturing Effectiveness by Dimensions of National Culture: Testing Practice-Culture Congruence Hypotheses

Thomas J. Kull<sup>a\*1</sup>, Tingting Yan<sup>b11</sup>, Zhongzhi Liu<sup>c21</sup>, John G. Wacker<sup>d1</sup>

aPO Box 874706, Department of Supply Chain Management, WP Carey School of Business, Arizona State University, Tempe, AZ 85287-4706

bDepartment of Marketing and Supply Chain Management, School of Business Administration, Wayne State University, 5201 Cass Ave., Detroit, MI, 48202

cDepartment of Supply Chain Management, WP Carey School of Business, Arizona State University, Tempe, AZ 85287-4706

dWP Carey School of Business, Arizona State University, Tempe, AZ 85287-4706, Emeritus Professor Iowa State University

\*Corresponding author. Tel.: +480 965 6125.

Thomas.Kull@asu.edu

Tingting.Yan@wayne.edu

Zhongzhi.Liu@asu.edu

John.wacker@asu.edu

## Abstract

The successful use of lean manufacturing (LM) practices requires more than the use of tools. Although manufacturing facilities worldwide use LM practices, dimensions of a nation's culture may moderate LM's effect on operating performance. Based on operational and organizational behavior literature, we develop moderation hypotheses based on the congruence between dimensions of national culture and LM practices. Data from more than 1,400 facilities in 24 countries show that LM is most effective in countries that value high uncertainty avoidance, low assertiveness, low future orientation, and low performance orientation. The results partially support our theory as to how LM effectiveness is sensitive to national cultural dimensions, and will help production managers adapt LM practices worldwide.

## Keywords

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<sup>1</sup> Tel.: +313 577 9811.

<sup>2</sup> Tel.: +480 965 6044.

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