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The Role of Organizational Culture in the Successful Implementation of Lean Accounting Principles in Vietnamese Manufacturing Companies

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Abstract

This study explores the impact of organizational culture on the successful implementation of lean accounting principles in Vietnamese manufacturing companies. The findings suggest that cultural values and beliefs, such as continuous improvement mindset, employee empowerment and customer focus, support lean accounting implementation, while hierarchical decision-making, short-term focus, and resistance to change impede its success. The study also emphasizes the importance of leadership styles, with

transformational leadership, servant leadership, participatory management, and coaching positively influencing the adoption of lean accounting, while authoritarian leadership and micro-management hinder its success. In addition, the study highlights the role of employee engagement and resistance to change, suggesting that fostering engagement through communication, engagement, training, and recognition, and addressing concerns and fears, can help overcome resistance and drive successful implementation.

Keywords: Lean Accounting, Organizational Culture, Vietnam

1. Introduction

Lean accounting is an approach to management accounting that is consistent with the principles of lean manufacturing, focusing on value creation, waste elimination, and continuous improvement (Maskell & Baggaley, 2006) [24]. The main objective of lean accounting is to provide accurate, timely and relevant financial information that supports decision-making processes in lean manufacturing environments (Fullerton *et al.*, 2014) [10]. By adopting lean accounting practices, manufacturing companies can better understand the financial impact of their lean initiatives, identify areas for improvement, and ultimately enhance their overall performance (Maskell *et al.*, 2012) [25].

Lean accounting activities include value stream costing, visual performance measurement, and simplified financial reporting (Brosnahan, 2008) [5]. These activities allow manufacturing companies to more accurately allocate costs, track performance in real time, and communicate financial information effectively to stakeholders (Kennedy & Widener, 2008) [15]. Successful implementation of lean accounting can lead to improved profitability, increased customer satisfaction, and better alignment between financial and operational goals (Fullerton *et al.*, 2013) [9].

Organizational culture plays an important role in the successful implementation of lean principles, including lean accounting (Bhasin, 2012) [3]. Organizational culture refers to the shared values, beliefs, assumptions, and behaviors that shape how employees interact and work within an organization (Schein, 2010) [42]. Organizations with a supportive culture can facilitate the adoption of lean activities by fostering a mindset of continuous improvement, encouraging employee engagement, and fostering cross-functional collaboration (Pham, 2023) [36].

Studies have shown that culturally engaged manufacturing companies that emphasize teamwork, empowerment, and customer value focus are more likely to succeed in their lean initiatives (Achanga *et al.*, 2006; Losonci *et al.*, 2011) [1, 22]. Conversely, organizations with a hierarchical and bureaucratic culture may face resistance to change and struggle to implement lean principles effectively (Sim & Rogers, 2009) [44]. Therefore, understanding the role of organizational culture in implementing lean accounting is essential for manufacturing companies that want to reap the benefits of lean operations.

The objective of this study is to understand the role of organizational culture in the successful implementation of lean accounting principles in Vietnamese manufacturing companies. The secondary objectives of this study are to:

1. Explore the cultural values and beliefs that support or hinder the application of lean accounting methods in Vietnamese manufacturing companies.

2. Study the influence of leadership and management styles on the success of the implementation of lean accounting in Vietnamese manufacturing companies.
3. Identify best practices and strategies to align organizational culture with lean accounting principles in the context of Vietnam's manufacturing industry.

By addressing these objectives, this study aims to contribute to understanding the cultural factors that impact lean accounting implementation and to provide practical recommendations for manufacturing companies in Vietnam.

2. Literature review

2.1 Lean Accounting Principles and Practices

Definitions and key concepts

Lean accounting is an approach to management accounting that is consistent with the principles of lean manufacturing, focusing on value creation, waste elimination, and continuous improvement (Maskell & Baggaley, 2006) [24]. The main objective of lean accounting is to provide accurate, timely and relevant financial information that supports decision-making processes in lean manufacturing environments (Fullerton *et al.*, 2014) [10]. Lean accounting principles aim to simplify the accounting process, eliminate non-value-added activities, and provide a clear understanding of the financial performance of lean initiatives (Brosnahan, 2008) [5].

Main concepts in lean accounting

Value stream costing: A method of allocating costs to value streams, which are a series of activities that create value for customers, rather than the traditional division or product costing (Maskell & Kennedy, 2007) [26]. This method provides a more accurate understanding of the costs associated with creating value for customers.

Visual performance measurement: Use visual tools, such as performance dashboards and dashboards, to track and communicate key performance indicators (KPIs) in real time (Kennedy & Widener, 2008) [15]. Visual performance measurement allows employees to quickly identify areas for improvement and take corrective actions.

Simplified financial reporting: The creation of financial statements that are easy to understand, focus on key metrics, and align with lean goals (Pham, 2022) [35]. Simplified financial reporting helps decision makers quickly capture the financial impact of lean initiatives and make the right decisions.

Benefits and challenges of implementation

Implementing lean accounting practices can bring many benefits to manufacturing companies, including:

Improved decision-making: Lean accounting provides accurate and relevant financial information that supports decision-making processes in a lean manufacturing environment (Huy & Hung, 2022) [14]. By understanding the financial performance of lean initiatives, decision makers can make informed choices that drive continuous improvement.

Increased profitability: Studies have shown that manufacturing companies that adopt lean accounting methods have improved profitability (Fullerton *et al.*, 2013; Maskell *et al.*, 2012) [9, 25]. By eliminating waste and focusing on value creation, lean accounting helps companies reduce costs and increase revenue.

Increased employee engagement: Lean accounting practices, such as visual performance measurement, promote

employee engagement by providing a clear understanding of how their work contributes to the overall performance of the organization (Grasso, 2005) [11]. This involvement can lead to increased motivation and commitment to continuous improvement.

However, the implementation of lean accounting activities also comes with challenges such as:

Resisting change: The adoption of lean accounting methods requires a significant change in mindset and culture, which may be met with resistance from employees and managers who are accustomed to traditional accounting methods (Mejabi, 2003) [27]. Overcoming this resistance requires strong leadership, communication, and training.

Lack of knowledge and skills: Implementing lean accounting practices requires a deep understanding of lean principles and the ability to apply them to the accounting process (Haskin, 2010) [12]. Many manufacturing companies may lack the knowledge and skills needed to successfully implement lean accounting, which requires investment in training and education.

Integration with existing systems: Integrating lean accounting practices with existing accounting systems and processes can be challenging, especially for companies with complex IT infrastructures (Carnes & Hedin, 2005) [7]. This integration may require a lot of time and resources to ensure a smooth transition.

Despite these challenges, the benefits of lean accounting make it a valuable approach for manufacturing companies looking to improve their financial performance and support their lean initiatives.

2.2 Organizational culture and its impact on the implementation of lean initiatives

Definition and trends of organizational culture

Organizational culture refers to the shared values, beliefs, assumptions, and behaviors that shape how employees interact and work within an organization (Schein, 2010) [42]. It is a complex and multifaceted concept that affects every aspect of organizational life, from the decision-making process to employee motivation and performance (Cameron & Quinn, 2011) [6]. Organizational culture is often described as “the way things are done here” and can be a powerful driver in shaping the success or failure of organizational initiatives, including lean implementation (Liker & Hoseus, 2008) [19].

Some trends of organizational culture

Power distance: The degree to which members of an organization accept and expect that power is unevenly distributed (Hofstede, 2001) [13]. In cultures with high power distance, decision-making is centralized and employees are expected to follow orders without question. In cultures with low power gaps, decision-making is more decentralized and employees are encouraged to participate in the process.

Uncertainty avoidance: The degree to which members of an organization feel threatened by ambiguous or unknown situations (Hofstede, 2001) [13]. In cultures that avoid high uncertainty, there is a preference for clear rules and procedures, and resistance to change. In cultures that avoid low uncertainty, there is greater tolerance for ambiguity and a willingness to take risks.

Individualism versus collectivism: The degree to which individuals are integrated into groups (Hofstede, 2001) [13]. In individual cultures, the focus is on individual achievement and autonomy, while in collective cultures, the

focus is on group harmony and cooperation.

Masculinity vs. femininity: The extent to which an organization emphasizes traditional values of masculinity, such as achievement and competition, or traditional values of femininity, such as interest and cooperation (Hofstede, 2001)^[13].

Long-term versus short-term orientation: The degree to which an organization focuses on long-term goals and objectives or short-term benefits and outcomes (Hofstede, 2001)^[13].

The role of organizational culture in the success of lean initiatives

Organizational culture plays an important role in the success of lean initiatives, as it can support or hinder the adoption and maintenance of lean activities (Bortolotti *et al.*, 2015)^[4]. Studies have shown that cultured organizations that emphasize continuous improvement, employee empowerment, and customer value focus are more likely to succeed in their lean initiatives (Naor *et al.*, 2014; Pakdil & Leonard, 2015)^[28, 33].

Continuous Improvement: A culture of continuous improvement is essential to the success of lean initiatives, as it encourages employees to identify and eliminate waste, and continuously seek ways to improve processes and products (Liker & Franz, 2011)^[18]. In a culture of continuous improvement, employees are encouraged to experiment, learn from failure, and share knowledge throughout the organization (Rother, 2010)^[32].

Employee empowerment: Employee empowerment is another key factor in the success of lean initiatives, as it allows employees to own their work and make decisions that drive improvement (Poksinska *et al.*, 2013)^[38]. In an empowered culture, employees are trained, given resources and authority to identify and solve problems, and recognized and rewarded for their contributions (Liker & Hoseus, 2008)^[19].

Customer focus: A strong focus on customer value is essential to the success of lean initiatives, as it ensures that all activities and processes are aligned with customer needs and expectations (Womack & Jones, 2003)^[46]. In a customer-centric culture, employees are encouraged to understand customer requirements, prioritize activities that create value for customers, and continually improve the quality and delivery of products and services (Shah & Ward, 2007)^[43].

However, organizational culture can also hinder the success of lean initiatives if it is not aligned with lean principles and practices. For example, a culture that emphasizes short-term gain over long-term value creation, or that prioritizes individual achievement over teamwork and collaboration, may have difficulty implementing lean successfully (Liker & Hoseus, 2008)^[19]. Similarly, a culture that resists change or lacks trust and transparency may find it difficult to adopt lean practices that require significant change in thinking and behavior (Bhasin & Burcher, 2006).

2.3 Vietnam's manufacturing industry

Overview and characteristics

Vietnam's manufacturing sector has experienced significant growth and transformation in recent years, becoming an essential contributor to the country's economic development (Nguyen & Nguyen, 2020)^[29]. The manufacturing sector in Vietnam has attracted significant foreign direct investment (FDI) due to competitive advantages such as low labor

costs, preferential government policies and strategic location (Anwar & Nguyen, 2014)^[2]. Major manufacturing industries in Vietnam include textiles, electronics, food processing and automotive components (Le & Harvie, 2010)^[21].

Vietnam's manufacturing sector is characterized by a combination of state-owned enterprises (SOEs), foreign-invested enterprises (FDI) and small and medium enterprises (SMEs) (Tran *et al.*, 2008)^[41]. State enterprises have historically dominated the manufacturing industry, but the government has promoted the development of private enterprises and attracted FDI to enhance the competitiveness of the industry (Nguyen & Le, 2005)^[30]. SMEs play an important role in the manufacturing industry, accounting for a significant portion of job creation and contributing to the development of local supply chains (Tran, 2015)^[40].

Despite its growth and potential, Vietnam's manufacturing sector still faces a number of challenges, such as low productivity, limited technological capabilities, and inadequate infrastructure (Vu *et al.*, 2016)^[45]. Many manufacturing companies in Vietnam still rely on traditional manufacturing methods and have not fully adopted advanced manufacturing practices, such as lean manufacturing (Lê *et al.*, 2024)^[17]. In addition, the industry relies heavily on imported raw materials and components, which can increase production costs and lead to supply chain disruptions (Pham & Yoshino, 2010)^[34].

Adopting lean practices in Vietnamese manufacturing companies

The adoption of lean methods in Vietnam's manufacturing companies has been growing strongly in recent years, as companies seek to improve competitiveness and meet the growing needs of global customers (Nguyen & Nguyen, 2020)^[29]. However, the implementation of lean methods in Vietnam is still in the early stages compared to developed countries (Nguyen & Robinson, 2015).

Studies have shown that Vietnamese manufacturing companies are beginning to recognize the benefits of lean operations, such as increased productivity, reduced costs, and improved quality (Le & Harvie, 2010; Nguyen & Nguyen, 2020)^[21, 29]. For example, a survey of Vietnam's apparel manufacturers found that the adoption of lean operations has led to significant improvements in operational performance, including reduced completion times, improved product quality, and increased employee satisfaction (Nguyen *et al.*, 2018)^[31].

However, the adoption of lean methods in Vietnamese manufacturing companies is not without challenges. Some of the key barriers to lean implementation include:

Lack of knowledge and understanding of lean principles:

Many Vietnamese managers and employees have little understanding of lean concepts and may not fully grasp the benefits and requirements of lean implementation (Nguyen & Robinson, 2015).

Resisting change: Implementing lean operations often requires significant changes in organizational culture, mindset, and work processes, which may face resistance from employees and managers who are accustomed to traditional ways of working (Nguyen *et al.*, 2018)^[31].

Limited resources and support: The adoption of lean approaches requires investment in training, equipment, and infrastructure, which is challenging for SMEs with limited financial resources (Tran, 2015)^[40]. In addition, there may be a lack of support from government agencies and industry

associations in promoting and facilitating lean implementation (Nguyen & Nguyen, 2020) ^[29].

Cultural and social factors: Vietnamese culture, which values hierarchy, collectivism, and saving face, may not be entirely consistent with lean principles, such as employee empowerment, continuous improvement, and open communication (Tan & Tran, 2018) ^[39].

As Vietnamese manufacturing companies continue to adopt lean measures and overcome challenges during implementation, they can enhance their competitiveness, improve their operational efficiency, and contribute to the overall growth and development of the manufacturing industry in Vietnam.

3. Research Method

This study uses qualitative research, based on a study of relevant literature, and the results of semi-structured interviews will be conducted with 20 senior managers, accounting professionals, and lean professionals from 18 Vietnamese manufacturing companies that have implemented or attempted to implement lean accounting principles. The interviews were conducted between April and July 2024 to explore their experiences, perceptions, and understanding of the role of organizational culture in the success or failure of lean accounting implementations (DiCicco-Bloom & Crabtree, 2006) ^[8]. Intentional sampling was used to select participants who could provide a rich and diverse perspective on the research topic (Palinkas *et al.*, 2015) ^[37].

4. Research results

4.1 The role of organizational culture in the implementation of lean accounting

Cultural values and beliefs that support or hinder the adoption of lean accounting

Organizational culture plays an important role in the successful implementation of lean accounting principles in Vietnamese manufacturing companies. The study's findings suggest that certain cultural values and beliefs may support or hinder the adoption of lean accounting practices.

Cultural values and beliefs that support the adoption of lean accounting

Continuous improvement mindset: Vietnamese manufacturing companies with a strong culture of continuous improvement are more likely to adopt lean accounting principles. These organizations encourage their employees to identify areas for improvement, streamline processes, and eliminate waste. For example, a unit that successfully applies lean accounting, has a well-established kaizen program that encourages employees to propose and implement improvements in their workflow, including accounting and financial reporting.

Employee empowerment and engagement: Companies that value employee empowerment and engagement tend to transition more smoothly to lean accounting. When employees are encouraged to participate in decision making and problem solving, they are more likely to take ownership of the lean accounting implementation process. Within the company, for example, cross-functional teams have been formed to design and implement lean accounting practices, ensuring that the new system meets the needs of various departments and fostering a sense of shared responsibility.

Customer focus: Customer-focused organizations are more receptive to lean accounting principles because they

prioritize providing value to customers. Lean accounting practices help companies better understand the costs associated with serving customers and make informed decisions to enhance customer value. For companies that successfully adopt lean accounting, regularly perform value flow mapping exercises to identify and eliminate non-value-added activities, ensuring that their accounting activities are aligned with a customer-centric approach.

Cultural values and beliefs hinder the adoption of lean accounting

Decisions in a hierarchical and centralized system: Vietnamese companies with a hierarchical and centralized decision-making culture often face difficulties in implementing lean accounting principles. Lean accounting requires a decentralized approach in which employees at all levels are empowered to make decisions and drive improvements. Companies have top-down decision-making structures and the lack of employee involvement in the lean accounting implementation process has led to resistance and a lack of workforce involvement.

Short-term focus and cost-cutting mindset: Companies that prioritize short-term financial returns and cost-cutting over long-term value creation may find it difficult to adopt lean accounting methods. Lean accounting emphasizes the importance of long-term thinking and investing in continuous improvement initiatives. Some companies, with a strong focus on cutting costs and maximizing short-term profits, have struggled to justify the investments needed for lean accounting implementations, such as new training and information systems.

Resistance to change and risk aversion: Vietnamese culture is known for avoiding high uncertainty, which can manifest into resistance to change and risk aversion in the workplace. Companies with a strong preference for maintaining the status quo may find it difficult to adopt the transformative nature of lean accounting. At companies that show, employees and managers are hesitant to adopt lean accounting methods, for fear that the new system will disrupt their established routines and lead to job insecurity. The interview results also show that, in order to overcome these cultural barriers and create a supportive environment for the application of lean accounting, Vietnamese manufacturing companies should:

Communicate the benefits of lean accounting: Managers should articulate the long-term benefits of lean accounting, such as improved decision-making, enhanced customer value, and increased competitiveness. This will help employees understand the importance of change and reduce resistance.

Provide training and education: Investing in comprehensive training programs on lean accounting principles and practices will help employees develop the skills and knowledge needed to embrace the new system. Training should be tailored to the specific needs of different departments and levels of the organization.

Cultivating a culture of continuous improvement: Encouraging kaizen thinking and fostering employee participation in improvement initiatives will create a more receptive culture for lean accounting practices. Companies should celebrate success and recognize employees who contribute to the lean accounting implementation process.

Set an example: Senior management must demonstrate a strong commitment to lean and exemplary accounting. They must be actively involved in the implementation process,

communicate the importance of the change, and support employees throughout the transition.

Applying lean accounting to the Vietnamese context: Although lean accounting principles are universal, their application may need to be adapted to the specific cultural context of Vietnamese manufacturing companies. Organizations should consider distinctive characteristics of Vietnamese culture, such as an emphasis on relationships and saving face, when designing and implementing lean accounting practices.

By addressing these cultural factors and creating a supportive organizational environment, Vietnam's manufacturing companies can successfully apply lean accounting principles and reap the benefits of improved financial performance, enhanced decision-making, and increased customer value.

4.2 Leadership and Management Styles Influencing Lean Accounting Success

The success of the implementation of lean accounting in Vietnamese manufacturing companies is significantly influenced by the leadership and management style applied in the organization. The findings of the study suggest that some leadership and management approaches are more conducive to the successful application of lean accounting principles.

Transformational Leadership: Transformational leadership has been identified as a key driver of successful lean accounting implementation. Transformational leaders inspire and motivate their employees to embrace change, encouraging them to think creatively and challenge the status quo (Bass & Riggio, 2006). Some companies show that CEOs demonstrate strong transformational leadership qualities, actively communicate the vision of lean accounting, and engage employees at all levels in the implementation process. This leadership style fosters a culture of innovation and continuous improvement, which is critical to the successful adoption of lean accounting practices.

Servant Leadership: Servant leadership, which emphasizes employee empowerment and development, has also been found to support lean accounting success. Servant leaders prioritize the needs of their team members and focus on creating an environment that allows employees to reach their full potential. In some companies, for example, the CFO has demonstrated servant leadership by actively listening to the concerns of employees during the lean accounting rollout and providing them with the resources and support they need to succeed. This approach has helped build trust and commitment within the team, leading to a smoother transition to lean accounting practices.

Management involvement: Management involvement, including the inclusion of employees in decision-making processes, has been shown to facilitate the adoption of lean accounting. When employees are encouraged to contribute their ideas and insights, they are more likely to take ownership of the lean accounting implementation process and drive its success. Some companies have adopted this approach by forming cross-functional teams to design and implement lean accounting practices. These groups include representatives from various departments, ensuring that the new system meets the needs of all stakeholders and fostering a shared sense of responsibility for the success of the system.

Coaching and mentoring: Leaders who adopt a coaching and mentoring role can significantly contribute to the success of a lean accounting implementation. By providing constructive guidance, support, and feedback, these leaders help employees develop the skills and knowledge needed to apply lean accounting principles. The majority of companies interviewed said that the accountant manager takes on the role of coaching, working closely with team members to help them understand and apply lean accounting concepts. This approach not only facilitates the acquisition of new skills but also fosters a culture of continuous learning and improvement.

Conversely, the interview results also show that certain leadership and management styles can hinder the successful adoption of lean accounting:

Authoritarian leadership: Authoritarian leaders, who make decisions unilaterally and expect strict adherence to their directives, may have difficulty implementing lean accounting effectively. This leadership style can stifle creativity, innovation, and employee engagement, which are essential to the success of lean accounting. Some managers argue that the chief financial officer's authoritarian approach has led to resistance from employees who feel that their concerns and ideas are not being heard or valued. This lack of employee involvement has significantly hampered the lean accounting implementation process.

Excessive control: Excessive control and attention to details can also hinder the success of lean accounting. Lean accounting relies on empowering employees to make decisions and drive improvement, which can be undermined by a micromanagement approach.

Managers and accounting professionals also suggest that, in order to foster a culture of leadership and management that supports the success of lean accounting, Vietnamese manufacturing companies need to:

Encourage transformational and servant-leadership: Companies should develop and motivate leaders who inspire, motivate, and empower their employees. This can be achieved through leadership training programs, mentoring, and performance appraisal systems that reward transformational and servant leadership behaviors.

Employee Involvement Management: Organizations should create structures and processes that facilitate employee participation in the decision-making process, such as cross-functional teams, proposal programs, and regular feedback sessions. This will help foster a sense of ownership and a commitment to lean accounting.

Provide coaching and mentoring opportunities: Companies should invest in developing leaders' coaching and mentoring skills, enabling them to effectively guide and support employees throughout the lean accounting implementation process. This can be achieved through formal training programs, peer coaching initiatives, and creating a learning-driven culture.

Preventing authoritarian leadership and micromanagement: Organizations should proactively identify and address instances of authoritarian leadership and micromanagement, as these styles can hinder the success of lean accounting. This may include providing feedback and guidance to leaders who demonstrate these behaviors, as well as fostering a culture of trust, autonomy, and empowerment.

4.3 Employee engagement and resistance to change

Employee engagement and resistance to change are important factors influencing the success of lean accounting implementation in Vietnamese manufacturing companies. The interview results show that organizational culture plays an important role in shaping employee attitudes and behaviors towards the application of lean accounting.

Employee engagement: Employee engagement refers to the commitment and emotional connection employees have to their jobs and organizations. Highly engaged employees are more likely to embrace change and actively participate in the implementation of new activities, such as lean accounting. Some companies claim that the management team has made a concerted effort to engage employees in the lean accounting implementation process. They conducted regular communication sessions, asked for employee feedback, and provided opportunities for employees to contribute their ideas and suggestions. As a result, employees feel valued and invested in the success of the lean accounting initiative, resulting in a smoother and more efficient implementation.

In contrast, in some companies, employee engagement is low during lean accounting implementation. The management team did not effectively communicate the reason for the change and did not provide sufficient opportunities for employee engagement. This lack of engagement leads to increased resistance and a slower rate of adoption.

Resisting change: Resisting change is a common challenge faced by organizations undergoing transformation, such as implementing lean accounting practices. Employees may resist change for a variety of reasons, including fear of the unknown, lack of understanding, or awareness of threats to their job safety (Kotter & Schlesinger, 1979) [16]. The majority of managers interviewed indicated that resistance to change is a significant barrier to lean accounting implementation. Some employees, especially those in the accounting department, fear that new activities will render their skills obsolete and threaten their job safety. This resistance manifests itself in the form of passive non-compliance, as employees continue to use traditional accounting methods instead of adopting lean accounting practices.

To overcome resistance to change, some companies said they adopted a proactive approach. They recognize that resistance stems from ignorance and fear of the unknown. To address this, they have provided comprehensive training and education on lean accounting principles and practices. They also engage in open and transparent communication, addressing employee concerns and highlighting the benefits of lean accounting for both the company and each employee. By creating a culture of trust and transparency, companies have been able to minimize resistance and foster a more supportive environment for lean accounting implementations.

5. Conclusion

This study investigated the role of organizational culture in the successful implementation of lean accounting principles in Vietnamese manufacturing companies. The main findings of the study are as follows: (1) Cultural values and beliefs, such as continuous improvement thinking, employee empowerment and customer focus, support the adoption of lean accounting, while hierarchical decision-making, short-

term focus, and resistance to change impede its success. (2) Leadership and management styles, especially transformational leadership, servant leadership, participatory management, and coaching, positively influence lean accounting implementation. In contrast, authoritarian leadership and micromanagement hinder its success. (3) Employee engagement and resistance to change are important factors influencing lean accounting adoption. Promoting engagement through communication, engagement, training, and recognition, while addressing concerns and fears, can help overcome resistance and drive successful implementation.

The findings of this research have theory and practical implications. Theoretically, the study contributes to the existing literature on lean accounting implementation by highlighting the important role of organizational culture in its success, especially in the context of Vietnam's manufacturing companies. The study expands the understanding of how specific cultural values, leadership styles, and employee engagement factors influence the adoption of lean accounting, laying the groundwork for future research in the field. The findings emphasize the importance of considering cultural factors when studying the implementation of managerial accounting practices, such as lean accounting, in different national and organizational contexts.

In terms of practical implications, Vietnamese manufacturing companies should assess and adjust their organizational culture according to the principles of lean accounting to facilitate successful implementation. This may include promoting values such as continuous improvement, employee empowerment, and customer focus. Organizations should develop and promote leadership styles that support the adoption of lean accounting, such as transformational leadership, servant leadership, participatory management, and coaching. Training and development programs can help leaders acquire these skills and behaviors.

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