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Paper: Transformability

Moderating effect of organizational support on relationships between behavioral factors in lean implemented textile and apparel firms

The purpose of this research is to investigate the moderating effect of POS on the relationship between PDM and social exchange processes in the lean implemented Sri Lankan textile and apparel firms. Although numerous empirical studies pertaining to the textile and apparel industry have been published, relatively little is known about behavioral management concepts such as PDM, POS in textile and apparel firms in Sri Lanka. Many elements of the present consensus developed from studies in the West may not be directly applicable to developing countries. It is likely that differences in macro-environmental factors, such as national culture, may render the commonly accepted Western notions of behavioral management philosophy less appropriate in Asian developing nations such as Sri Lanka.

A sample of twelve firms that have implemented lean manufacturing systems at least for 12 months was selected for the study. A random sample of 616 shop-floor employees from the above twelve firms responded. The self-administrated survey questionnaire was used for data collection. The data analysis was conducted using SPSS.

The findings showed a significant positive relationship between PDM and social exchange process. Further, it was found that the above relationship is moderated by the employee's perception of perceived organizational support. Overall, this study demonstrates empirical support for the link between PDM and social exchange process. It was also found that POS moderates the relationship between PDM and social exchange process in the lean implemented firms. Managers and organizations will benefit from the understanding of the relationship between POS, PDM, and social exchange process of the employees before implementing such practices.

Keywords: Lean Manufacturing, Social Exchange Process, POS, PDM