Abstract: Both the academic and practitioner literature agree upon the importance of employees’ perceived job security in order for lean implementation to succeed. However, anecdotal evidence seems to indicate that too many organizations embark on a lean journey with the implicit and/or explicit goal of laying off employees when lean implementation leads to enhanced productivity and efficiency. Such practices would only decrease the level of perceived job security of workers, leading to decreased level of employees’ trust in management and their perception on personal benefits of lean. This research investigates, through a survey of 180 production workers in the Midwest U.S.A., the critical role of perceived job security, trust in management, and lean training in enhancing the perception of personal benefits of lean, which leads to lean implementation success. The results support the notion that lean implementation success depends upon a conducive mindset for lean among production workers.

Keywords: perceived job security; trust in management; perceived benefits of lean; lean training; lean implementation success; survey research; structural equation modeling.


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