

Factors Contributing to the Sustainability of 5S in Sri Lankan Organizations

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Abstract

This study attempted to determine the factors contributing to the sustainability of 5S in Sri Lankan organizations. Four hundred and sixty seven (467) employees including both managers as well as subordinates, among nineteen (19) Sri Lankan companies across nine different industries were subjected to the research. Findings suggest that leadership and employee commitment are two important factors. Further, shared leadership as a style (high level of both people and task orientation) should be developed, while commitment is being established among all levels of the organization before implementation. The implication of the study for managers is that they need to pay attention to in developing certain factors before the implementation of 5S in their organizations, as well as another set of factors needs to be emphasized to sustain the implemented 5S, or even any other quality concept for a longer period of time.

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