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The Impact of Organizational Context on Hard and Soft Quality Management and  
Innovation Performance

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Abstract

There are conflicting arguments about the relationship between quality management (QM) and innovation. Few studies have considered the role of organization context in influencing QM for innovation achievement. Taking a multi-dimensional view of QM, this study develops a research framework that examines relationships among organization contextual factors (centralization of authority and integration between functions), two dimensions of QM (hard QM and soft QM), and innovation performance (speed of new product introduction and product innovativeness). Survey data were collected from 238 plants in three industries across eight countries, and structural equation modeling was used to test the framework. Our results indicate that two QM dimensions respectively mediate the effect of contextual

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