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PII: S0925-5273(16)30411-X  
DOI: <http://dx.doi.org/10.1016/j.ijpe.2016.12.031>  
Reference: PROECO6625

To appear in: *Intern. Journal of Production Economics*

Received date: 17 August 2015  
Revised date: 19 February 2016  
Accepted date: 28 November 2016

Cite this article as: Jing Zeng, Wenqing Zhang, Yoshiki Matsui and Xinde Zhao, The Impact of Organizational Context on Hard and Soft Quality Management and Innovation Performance, *Intern. Journal of Production Economics* <http://dx.doi.org/10.1016/j.ijpe.2016.12.031>

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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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