



Figure 3 Second-order structural model.

AGFI = Adjusted Goodness of Fit Index; CFI = Comparative Fit Index; GFI = Goodness of Fit Index; RMSEA = root mean square error of approximation; TLI = Tucker Lewis Index; STQM = soft total quality management; INS = innovation skills; S = standardization; CI = continuous improvement; LS = lean strategies; PBM = people-based management; Transformed Items Using Z-Scores (TLS, TPBM, TS, TCI, TINS and TS).