Table 1 Average variance extracted and composite reliability of constructs

Constructs	Items	L	L2	VE	AVE	AVE SQRT	A	CR
Innovation skills	TINS4	0.609	0.370	0.629	0.381	0.617	0.704	0.709
	TINS6	0.722	0.521	0.478				
	TINS7	0.586	0.343	0.656				
	TINS11	0.537	0.288	0.711				
STQM	TPBM2	0.786	0.617	0.382	0.519	0.720	0.867	0.895
	TPBM3	0.871	0.758	0.241				
	TPBM4	0.746	0.556	0.443				
	TCI3	0.668	0.446	0.553				
	TCI4	0.751	0.564	0.435				
	TCI5	0.58	0.336	0.663				
	TCI6	0.631	0.398	0.601				
	TCI7	0.689	0.474	0.525				
Lean strategies	TLS5	0.943	0.889	0.110	0.686	0.828	0.791	0.810
	TLS6	0.695	0.483	0.516				
Standardization	TS1	0.723	0.522	0.477	0.578	0.760	0.867	0.871
	TS3	0.787	0.619	0.380				
	TS4	0.842	0.708	0.291				
	TS5	0.824	0.678	0.321				
	TS6	0.6	0.36	0.64				

A = Cronbach's α; AVE; Average variance extracted; AVE SQRT = square root of every AVE value; CR = composite reliability; L = loading; STQM = soft total quality management; TCI = transformed items for continuous improvement; TINS = transformed items for innovations skills; TLS = transformed items for lean strategies; TPBM = transformed items for people-based management; TS = transformed items for S; VE = variance error.