

Table 2 All hypotheses testing results

	Research hypotheses	Result	P
H1	Lean practices positively and significant affect innovation skills	Accepted	**
H2	Lean strategies positively and significantly affect innovation skills	Accepted	0.023*
H3	Standardization positively and significantly affects innovation skills	Accepted	**
H4	Soft TQM positively and significantly affects innovation skills	Rejected	0.796
H5	Lean practices positively and significantly affect soft TQM	Accepted	**
H6	Lean strategies positively and significantly affect soft TQM	Rejected	0.193
H7	Standardization positively and significantly affects soft TQM	Accepted	**
H8	Soft TQM has a significant and positive mediating influence between lean practices and innovation skills	Rejected	0.812
H9	Soft TQM has a positive and significant mediating influence between lean strategies and innovation skills	Rejected	0.200
H10	Soft TQM has a positive and significant mediating influence between standardization and innovation skills	Accepted	0.029*

*Significant at level of 0.05; **significant at level of 0.001.