

Research results show conflicts with Literature

The link between work attitudes and product design process was eliminated in the reduced model. This appears counterintuitive, since teamwork is believed to be very important in the product design process. However, we found that the product design function is typically located at the corporate level, rather than at the plant. Thus our measure of work attitudes (plant level) was not administered to many of those (corporate level) most likely to be key players in design teams. While plant respondents could describe the product design process, they were not a direct part of it. Future research needs to include an assessment of the work attitudes of all design team members.

A second link with the product design process that was eliminated was the link with customer relationship. The scale that measured customer relationship was relatively weak from a measurement perspective, and it contained only three items. Thus, we believe that the lack of significance of customer relationship was probably due to measurement problems, rather than to a lack of importance of the construct. This relationship should continue to be investigated in future research.

Source: Flynn, Schroeder and Sakakibara, 1995, "The impact of quality management practices on performance and competitive advantage" *Decision Sciences*, 26(5), p. 675