ABSTRACT
The purpose of this study is to explore how strategic leadership influences a firm’s quality management practices and its effectiveness differently according to their culture backgrounds. We collected primary data from the US (N = 66) and China (N = 115) manufacturing firms through a survey research. We tested the data by performing the confirmatory factor analysis (CFA) and the structural equation modeling (SEM) analysis using AMOS. The results show that strategic leadership significantly affects a firm’s quality practices regardless of its cultural background; however, it also indicates that only HRM-related quality practices are positively associated with firm performance.

KEYWORDS: Strategic leadership, Quality management, Quality performance, Customer satisfaction, Manufacturing, Survey Research