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The functioning of dynamic capabilities: explaining the role of organizational innovativeness and culture

[Somonnoy Ghosh, Bhupen K. Srivastava](#)

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literature and knowledge dimensions of organizational innovativeness (OI), this article develops two testable models that attempt to explain: (1) how innovativeness functions as a source of capability dynamization and (2) how organizational culture (OC) critically determines this function of innovativeness.

Design/methodology/approach

The study uses a cross-sectional design and maximum variation sampling to identify organizations from the population of formal Indian business firms with the aim of controlling the effects of moderating variables such as their size, age, nature of business and ownership. Measurement instruments are borrowed from the literature. The cleaned dataset ($n = 453$ cases from 13 organizations) is randomly split into two-halves, which are used separately for extracting and confirming underlying factors. Rigorous procedure for assessing scale psychometric properties has been followed. The hypotheses are tested using structural equation modelling (SEM).

Findings

Except for a couple of paths that turned out insignificant, the data by and large support the study hypotheses. While market innovativeness failed to emerge as a factor, the capability dynamizing dimensions of innovativeness significantly predict its outcome dimensions of product and process innovativeness. Barring the effect of “trust”, they also fully mediate the effect of the rest of the culture factors on these outcome dimensions. Importantly, they are substantively determined by the culture factors, suggesting that the capability dynamizing dimensions are embedded in culture.

Originality/value

Maoheng Su et al., *European Journal of Innovation Management*, 2021

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