

Table S1. List of constructs indicators.

	Construct	Source
Knowledge Management (KM)		
KM1	Our employees obtain a good extent of new knowledge from external sources (e.g., through seminars, conferences, educational courses, subscription journals, expert networks)	[61]
KM2	Our employees obtain a good extent of new knowledge from business partners (e.g., suppliers, clients)	
KM3	Our employees exchange knowledge with their co-workers	
KM4	In their work, our employees rely on experience, skills, and knowledge	
KM5	In their work, our employees rely on written sources (e.g., previously implemented projects documentation, organizational procedures, instructions, and other documented sources)	
KM6	Our employees share their knowledge orally at meetings or informal gatherings (e.g., during lunch, in the hallway)	
KM7	Our employees share their knowledge through formal procedures (e.g., project reports, organizational procedures and instructions, reports and company publications)	
KM8	Employees in our firm consider their knowledge as an organizational asset and not their own source of strength	
Organizational Learning (OL)		
OL1	In this firm, managers frequently involve employees in important decisions	[62]
OL2	Policies are significantly influenced by the view of employees	
OL3	People feel involved in the main company	
OL4	Employee learning is considered more of an expense than an investment	
OL5	Senior managers in our firm resist change and are afraid of new ideas*	
OL6	Managers in this firm can accept criticism without becoming overly defensive	
OL7	People here receive support and encouragement when presenting new ideas	
OL8	Innovative ideas that work is often rewarded by management	
OL9	Experiences and ideas provided by external sources (advisors, customers, training firms, etc.) are considered a useful instrument for this firm’s learning	
OL10	From my experience, people who are new in this firm are encouraged to question the way things are done	
OL11	People are encouraged to take risks in this organization	
OL12	People here often venture into unknown territory	
OL13	Senior managers in this firm tolerate risk and accept its consequence	
OL14	There are systems and procedures for receiving, collating, and sharing information from outside the company	
OL15	People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers, etc.	
OL16	From my experience, this firm neglects strategies and progression of competitors*	
OL17	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company	
OL18	From my experience, this firm accords new technology very late*	
OL19	In this firm, teamwork is a usual way to work	
OL20	In this firm, employees are encouraged to communicate	

	Construct	Source
OL21	Employees have the chance to talk among themselves about new ideas, programs, and activities that might be of use to the firm	
OL22	New work processes that may be useful to the firm as a whole are usually shared with all employees	
OL23	The firm has instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learnt in past situations to remain valid, although the employees are no longer the same	

Organizational Innovation (OI)

OI1	In new product and service introductions, our company is often first-to-market	
OI2	Our new products and services are often perceived as a very novel by customers	
OI3	In comparison with our competitors, our company has introduced more innovative products and services during the past 5 years	
OI4	In comparison with our competitors, our company has a lower success rate in new products and services launch*	
OI5	Our recent new products and services are only minor changes from our previous products and services*	
OI6	New products and services in our company often take us up against new competitors	
OI7	In comparison with our competitors, our products' most recent marketing programme is revolutionary in the market	
OI8	In new product and service introductions, our company is often at the cutting edge of technology	
OI9	Our firm's R&D or product development resources are not adequate to handle the development need of new products and services	
OI10	Key executives of the firm are willing to take risks to seize and explore "chancy" growth opportunities	[63]
OI11	Senior executives constantly seek unusual, novel solutions to problems via the use of "idea men"	
OI12	When we see new ways of doing things, we are last at adopting them	
OI13	We are constantly improving our business processes	
OI14	Our company changes production methods at a great speed in comparison with our competitors	
OI15	During the past five years, our company has developed many new management approaches	
OI16	When we cannot solve a problem using conventional methods, we improvise on new methods	
OI17	We get a lot of support from managers if we want to try new ways of doing things	
OI18	In our company, we tolerate individuals who do things in a different way	
OI19	We are willing to try new ways of doing things and seek unusual, novel solutions	
OI20	We encourage people to think and behave in original and novel ways	

Technological Capability (TC)

TC1	Our firm uses technology to increase the company's productivity	
TC2	Our firm uses technology to lower the cost of production	[64]
TC3	Our firm uses technology to develop a number of new products every year	

	Construct	Source
TC4	Our firm uses technology to modify the features and specifications of existing products	
TC5	Our firm always makes relatively heavy investment in Research and Development activities	
TC6	On-the-job training is provided in our firm to improve the technical skills of employees	
TC7	Our firm is qualified to attract and motivate talented experts in R&D	
TC8	Our firm has a strong capability to integrate external technological resources with our in-house resources	
TC9	Our firm has a strong capability to integrate internal technological competency with other in-house resources	
TC10	Our firm has the skills needed to transmit information, skills, and technology to our major suppliers	
TC11	Our firm is skilful in absorbing and applying new technology to problem-solving	
TC12	Our firm is one of the leaders in our primary industry to establish and upgrade technology standards	
TC13	Our firm always uses new technology to do something unique	
TC14	Our firm always uses technology to create new knowledge and competencies unavailable elsewhere	
TC15	Our firm has accumulated stronger and various technological skills	
TC16	Our firm always leads the technology innovation of the principle industry in which we operate	

* Reverse-coded item

(Sources:[61–64])