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The Effect of Dynamic Capabilities on Culture and Performance of the Firms Operating in Culture Industry in Alignment with the Resistive Economy

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ABSTRACT: Dynamic capabilities involve the processes required to identify new opportunities and coordinate or harmonize related groups of organizations for optimal performance, given the existing organizational culture. The purpose of this research was to examine the impact of the Firms operating in culture industry in alignment with the resistive economy from the perspective of the respondents. This is an applied research conducted based on a descriptive, correlational survey design with a combined qualitative-quantitative approach. The statistical population included nearly 20000 managers of the firms operating in the culture industry. We formed a sample consisting of 385 managers based on the Cochran formula for finite population. The required quantitative data were collected using questionnaires. For data analysis, structural equation modeling (SEM) technique was used in PLS software where dynamic capabilities were the independent variables and the organizational culture and performance of the managers in these firms were the dependent variables. The results indicated that the dynamic capabilities, in the form of (valuable) innovations, identified (environmental) opportunities, and reconfigured organizational resources, had a positive and statistically significant effect on management culture and performance in the understudy enterprises.

KEYWORDS: dynamic capabilities; organizational culture; management performance; innovations.

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1. INTRODUCTION

For over two decades dynamic capabilities have been playing a strategic role in organizations. Dynamic capabilities are viewed as top management abilities enabling learning of new fields, new asset combinations and building of new capacities in response to changing environmental needs. In this research, dynamic capabilities and organizational culture serve as preconditions to management performance. In presence of an empowerment culture, everyone, in every job position and at every organizational level, will be capable of self-reliant decision making and management (Veten and Cameron, 2003: 17). Through empowerment managers multiply their effectiveness, and they and their organization become more efficient and can be different (Veten and Cameron, 1998; quoted from Abdollahi and Nave Ebrahim, 2007: 16). Moreover, leaders play an important role in creating an empowered workplace yielding positive personal and organizational results (Amor et al., 2020)

Scholars focused on the indicators of organizational dynamic capabilities have addressed them from different perspectives; some of them were primarily interested in antecedents of dynamic capabilities, some emphasized on their outcomes, and some others focused on dynamic capabilities building processes. The dynamic characteristic of these capabilities entails permanent adaptability and flexibility of organization and its management to internal and external changes over time by continuous interaction with direct and broader environment, assuming a proactive role in sensing and seizing the opportunities to make timely product or process adjustments, while building the ability to reconfigure resources in accordance with changing environmental demands for the ultimate purpose of enhancing overall organizational efficiency and creating sustainable competitive advantages. Thus, management dynamic capabilities which are developed to ensure continuous innovation and adaptation with environmental changes would eventually raise management performance or maintain it at a certain (desirable) level.

Wiro Sock (2010) maintains that organizations should prior to any action take a good look at their existing culture. Organizational culture is considered a key factor in knowledge management. The ability to apply information and technology and innovativeness in management and organizational processes, depends, in turn, on the learning ability in the learning organization (Wiro Sock, 2010: 4). Organizational culture can improve various aspects of organizational performance by enabling the organization to perform more intelligently. Promotion of employee empowerment is contingent to certain key prerequisites, among which is the existing organizational culture (Tahir et al, 2009).

Looking carefully at technical issues, from a more sociological point of view, we reach the conclusion that corporate weaknesses (in aggregate) have to do with the lack of knowledge or learning culture (Oliver and Kandady, 2006; King, 2008).

Countries, employing their creative talents and cultural heritage and resources, can stimulate and enhance economic growth and eventually pave the way toward national prosperity and wellbeing. Culture industry is a crucial factor for culture and economy of society, given its definition which is primarily centered round cultural products and seeking for culture building, commercialization, increasing production, and eventually, greater market share. And it is here that it naturally reveals its connection with the market (Hanjari et al, 2020).

Next to the definition of culture industry which is mostly focused on cultural products and seeks for culture building, commercialization, increased production and eventually increased market share, we need to know what the resistive economy means. Resistive economy indicates

endogeneity and exogeneity of economy and is designed so that the country has something to say in the face of economic attacks from outside and is not damaged by these attacks and sanctions, and by increasing the capacity of domestic production it can stand on its own feet. Now, given the above definitions, we assess the announced resistive economic policies in the area of the culture industry, including cinema, toys, computer games, handicrafts, and social media networks, and find how these activities fit into this context relative to each other. Finally, after notifying the dangers that threaten the resistive economy in the area of culture industry, we offer some solutions in this respect.

In the human resources literature, performance measurement has been approached from different perspectives. In this research, however, dynamic capabilities and organizational culture are considered as prerequisites of management performance. Organizational culture together with dynamic capabilities plays an undeniable role in successfully introducing business changes along with management empowerment, resulting in a satisfactory management performance. Therefore, the main issue is developing a model to enable firms to identify their capabilities and managerial tasks and appropriately reinforce them. Meanwhile, the proposed model allows for:

1. Providing a comprehensive definition of dynamic capabilities in managers, organizational culture, and management performance;
2. Identifying and assessing the key determinants of dynamic capabilities, organizational culture, and Management performance; and
3. Examining the effect of dynamic capabilities on Management performance, given the mediating role of organizational culture.

Present research attempts to fill the gap in the area of human resources management (HRM) and provide a model of sustainable dynamic capabilities as an effective HRM tool to help improve management performance in the firms operating in the culture industry.

2. LITERATURE REVIEW

Dynamic capabilities involve the processes required for recognition of new opportunities and harmonization of group of related organizations, given the changing circumstances (Ellonen, 2009). Much effort has been made through optimization research (or benchmarking research programs) on employee development, especially for senior staff that seems to have more influence over organization strategy and performance. These efforts have yielded three general categories of dynamic capabilities in organizations and their administrators: (1) sensing capability, (2) seizing capability, and (3) reconfiguration capability.

Amor et al. (2020), in a study titled Transformational leadership and work engagement: Exploring the mediating role of structural empowerment, noted that the purpose of this study is to investigate the mediating role of structural empowerment in the positive relationship between transformational leadership and work engagement. Based on self-reported questionnaires from 240 employees working in the tourism sector in Galicia (northwestern Spain), their findings revealed that the linkage between transformational leadership and work engagement is partially mediated by structural empowerment. These results imply that transformational leaders foster work engagement by enabling access to information, opportunities, support and adequate resources. This empirical study is one of the first to examine the role of structural empowerment as a mediator between transformational leadership and work engagement and may serve as a reference for promoting work

engagement in service organizations. A number of contributions and practical implications hereof were discussed.

Hanjari et al. (2019), in a study titled The Effect of Relative Advantage of Cultural Industries on Economic Growth in Iran, stated that Countries can boost economic growth through the use of their creative talents, cultural heritage in culture industry, and ultimately contribute to the well-being and prosperity of the community. This research seeks to determine whether the culture industry in provincial Iran has an effect on economic growth. The relative advantage of the culture industry was calculated using the RCA benchmark. In this research, based on the information on the regional accounts of 31 provinces, the index of the nationwide culture industry was obtained by which the positive effect of the culture industry on national economic growth was estimated using a dynamic integration regression in the period of 2013-2018 based on the published data in 2013. The research model was based on the generalized moment's method (GMM). The estimated results based on panel data showed that in the understudy period the culture industry has positively contributed to economic growth which was statistically significant.

Jozini and Navayee (2014) in a research titled *Design of the Dynamic Capabilities Model for Enhancement of Employee Competence and Management Performance in Islamic Republic of Iran Police Force (NAJA)* found that dynamic capability and all its dimensions (i.e. recognition of opportunities, implementation of innovation, and reconfiguration of resources) at 95 percent confidence had an enhancing effect management performance. In addition, it was found that at 95 percent confidence dynamic capability dimensions positively affected management competence and thereby enhanced management performance in NAJA.

Elianpour et al (2013) conducting a field study examined the relationship between employee empowerment and organizational commitment in an insurance company where the actual data were collected through a questionnaire. Their findings indicated a positive and significant relationship between employee empowerment and all its components (i.e. senses of choice, efficacy, meaningfulness, trust in others), except sense of competence, on the one hand, and organizational commitment, on the other hand, as was predicted by the research hypotheses.

Edalati et al (2011) investigating the relationship between leadership styles of managers and employee empowerment in small size enterprises of Kerman province industrial zones found that management leadership styles were significantly associated with the degree of employee empowerment in the understudy organizations, so as with confirmation of the sub-hypotheses, the research main hypothesis was confirmed as well. However, the above relationship varied across ages, genders, and education degrees. Based on the results of this research, the degree of employee empowerment was the highest in the employee-oriented leadership style and the lowest in the task-oriented leadership style.

Bakhtiari and Ahmadi Moghaddam (2010) examined the role of management strategies in manager empowerment and showed that among management strategies, the factors resource procurement and structure had respectively the strongest and weakest effect on manager empowerment.

Khanalizadeh et al (2010) examined the relationship of organizational learning with employee empowerment, the degree of the employee's sense of empowerment, and the university position in terms of organizational learning. The research results indicated that organizational learning had a very strong effect on the employee empowerment and sense of empowerment. The authors identified five empowerment dimensions existing in the employees: senses of competence,

autonomy, self-efficacy, meaningfulness, and trust. However, from among the seven dimensions of organizational learning, four dimensions, i.e. common vision, learning culture, systemic thinking, and employee competence development, scored above the average and three dimensions, i.e. group work and learning, knowledge sharing, and collaborative leadership, scored below the average in influencing employee empowerment and sense of empowerment.

Jozini (2006), in a study entitled *The Factors associated with Empowerment of the NAJA Staff Officers*, explored the key empowerment determinants for a sample of staff officers, finding that the effect of leadership style, motivation, training methods, and job satisfaction on empowerment of the officers was significant, while the effect of structure could not be established. With these results, four of the five research hypotheses were confirmed, implying that training in physical presence of the officers, next to leadership style, motivation, training and job satisfaction, had the strongest effect on the NAJA employee empowerment.

Monavarian and Niazi (2006) investigated the key contributing factors to employee empowerment in the Management and Planning Organization and found that the empowerment created potential capacities for utilization of human capital abilities. They concluded that the organization leadership could profit from this tool to improve employee productivity and organizational excellence.

Eskandari (2004) in his paper, *The Factors Associated to Empowerment of School Principals*, showed that the principals considered reinforcing a positive attitude to working environment, self-confidence, self-control, job commitment, motivation, and freedom of action to have an above average positive effect on their empowerment. Among these factors, reinforcing a positive attitude to the working environment and freedom of action were respectively ranked highest and lowest by the principals. Further data analysis, by controlling for the demographic variables, revealed that the results did not vary across the courses of study, but the preferences of the respondents regarding the empowerment determinants differed in presence of the control variables gender and academic levels.

Mohammadi (2001) assessing the ways the employee empowerment was implemented at University of Birjand identified job enrichment, delegation of authority, performance-based reward, collaborative management, and formation of work teams as the most effective ways of employee empowerment.

Abdul Saleh et al (2012) conducted a research to analyze employee empowerment degree and its relationship with organizational factors. The results of their analysis indicated a direct and significant association between the degree of employee empowerment and organizational factors such as having clear goals, reward system, resources availability, performance evaluation system, and professional development. Nevertheless, there was a significant relationship between organizational structure and the level of employee empowerment.

Stephen and Bakari (2012) examined the relationship of empowerment and performance in Nairobi City council and found a very strong positive correlation between employee empowerment and performance.

Robbins (2009) inquiring 600 organizations investigated various uses of performance evaluation and based on the received answers found that performance evaluation was mostly used for the purposes of performance-based rewarding and human resource training and improvement. He then concluded that decision making on human resources is the prime motive behind the organization's use of performance evaluation.

Laschinger & Fingan (2006), investigating the role of empowerment in creating a sense of respect and confidence, suggested an association between empowerment and fair treatment, that is, fair treatment is essential in creating employee empowerment. In view of the authors, people empowerment should correspond to their training.

Thomas and Velthouse (2005) in their paper, *Empowerment Cognitive Elements*, considering empowerment a multidimensional concept, defined it as the processes of enhancing intrinsic motivation of fulfilling (one's) duty. By extending the motivational model of Conger and Kanungo (1998) they describe the empowerment concept as a process that serves to enhance job intrinsic motivation rather than just increasing motivation.

Laver et al (2000) examined the role of empowerment in improving the performance of the Fortune 1000 companies in the United States. Empowerment was measured by the degree of the employee's mental, emotional and collaborative involvements and their role in the performance-related developments in these firms during the understudy years was examined. The results indicated that the respondents consistently viewed the employee's mental and emotional involvement in work and their collaborative actions strengthened their trust and confidence in management of improving organizational processes and practices. It is noteworthy that in 1987 in 38 percent of the understudy organizations, a number of management levels were eliminated. This figure rose to 50 percent in 1990. These facts support the idea that in empowerment, organization downsizing and lean management (principles) are related to each other. In sum, their findings suggested that employee involvement and collaboration improved productivity, product, service and service delivery quality.

Spritzer (1996) in his research on empowerment concluded that employee self-confidence, access to information regarding organization mission, employee work performance, creative and innovative behaviors had a positive and significant effect on empowerment meanwhile there was an association between empowerment components and professional growth.

3. METHODOLOGY

This is an applied research conducted based on a descriptive, correlational survey design and a combined qualitative-quantitative approach on a sample of 385 respondents selected from among the managers of the firms operating in culture industry, consisting of approximately a total of 200000 people. The sample size was determined based on Cochran formula for finite population. The required quantitative data were collected using three standard questionnaires (dynamic capabilities, organizational culture, and management performance). For data analysis, the quantitative structural equation modeling (SEM) technique was applied in the PLS software environment. Structural equation modeling (SEM) is a multivariate statistical analysis technique which is used to analyze the structural causality between a set of observed and latent constructs.

Research conceptual model

In this study, dynamic capability dimensions are the independent variables, and organizational culture and management performance are the dependent variables or outcome variables. The set of relationships between the main constructs and their respective dimensions is visualized by the conceptual model in figure 1 here below. Now, based on the research main purpose and the conceptual model, the following hypotheses are posited:

Hypothesis 1. Innovation implementation has a positive and significant effect on the culture of the Firms operating in the culture industry.

Hypothesis 2. Innovation implementation has a positive and significant effect on the management performance of the firms operating in the culture industry.
Hypothesis 3. Opportunity identification has a positive and significant effect on the culture of the Firms operating in culture industry.
Hypothesis 4. Opportunity identification has a positive and significant effect on the management performance of the firms operating in culture industry.
Hypothesis 5. Resources reconfiguration has a positive and significant effect on the culture of the firms operating in the culture industry.
Hypothesis 6. Resources reconfiguration has a positive and significant effect on management performance of the firms operating in culture industry.

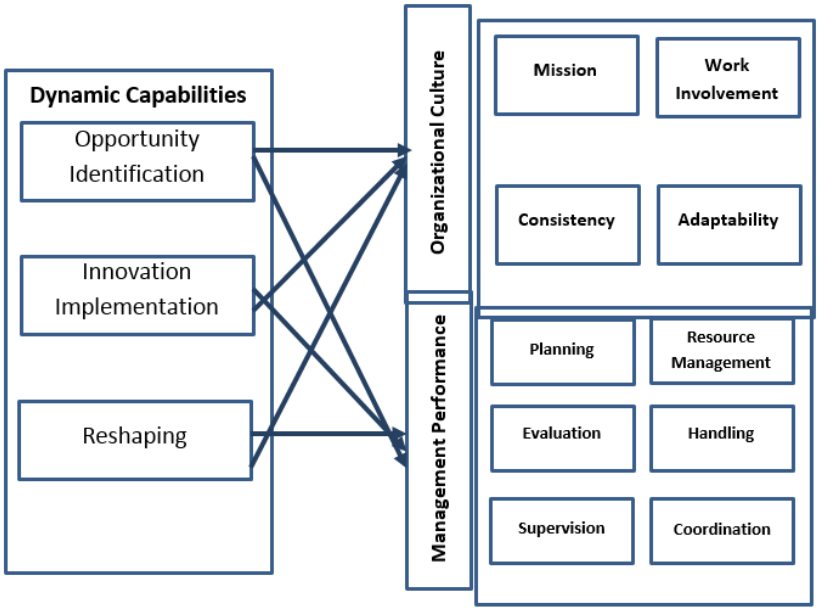

Figure 1- The conceptual model

4. FINDING

The model fit: the model fit testing involved a test of the measurement model fit, a test of the structural model fit, and a test of the overall model fit.

The measurement model fit

To begin with, reliability analysis was performed for the measurement model using factor loadings, Cronbach's alpha, and composite reliability (CR).

One way to check reliability of the measurement model fit is the use of factor loading which is measured against the standard threshold value of 0.4. In the table below, all the partial loads are greater than 0.4, indicating that all the subscales and their respective items fit coherently into a single scale.

Table 1- Reliability analysis based on factor loadings

Factor	Indicator	Factor loading
Innovation Implementation (II)	II1	0.903654
	II2	0.867012
	II3	0.887257
Opportunity Identification (OI)	OI1	0.661219
	OI2	0.894370
	OI3	0.900478
Reconfiguring (RE)	RE1	0.901088
	RE2	0.936632
	RE3	0.917122
	RE4	0.903499
Organizational Culture (CU)	CU1	0.947163
	CU2	0.788770
	CU3	0.958760
	CU4	0.966621
Management Performance (PER)	PER1	0.871131
	PER2	0.893374
	PER3	0.877281
	PER4	0.832164
	PER5	0.450081
	PER6	0.428641

According to the data analysis algorithm in the PLS environment, factor analysis is followed by calculation of Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE). Table 2 presents the obtained Cronbach's alphas, composite reliability (CR) coefficients, and average variance extracted (AVE) for the latent variables.

Table 2- Cronbach's alpha, composite reliability (CR) and AVE for latent variables

Latent variables	**Cronbach's alpha (alpha > 0.7)**	**CR (CR > 0.7)**	**AVE (AVE > 0.5)**
Culture (CU)	0.935750	0.953307	0.843213
Performance (PER)	0.803937	0.871344	0.554947
Innovation Implementation (II)	0.864827	0.916400	0.785175
Identify Opportunities (IO)	0.773130	0.864690	0.682657
Reconfigure (RE)	0.935515	0.953455	0.836666

As is seen in the above table, the obtained Cronbach's alpha and CR for all the variables are greater than the standard threshold value 0.7, indicating adequate reliability of the variables.

In table 2, AVE is the criterion for convergent validity of the measurement. Convergent validity indicates the degree to which each construct is correlated with its subscales or items. The obtained AVE for all the variables is greater than the threshold value 0.5, indicating that the constructs and their respective items are actually related, as theoretically were supposed to.

Table 3- The model discriminant validity based on the Fornell-Larcker method

Latent variables	CU	II	OI	PER	RE
CU	0.918266				
II	0.519042	0.886101			
OI	0.358015	0.176679	0.826230		
PER	0.456613	0.518547	0.323909	0.744942	
RE	0.461665	0.399769	0.110729	0.475494	0.914694

To assess discriminant validity, the Fornell-Larcker (1981) criterion was used. Fornell and Larcker (1981) proposed a method for assessing the discriminant validity of two or more factors. In this method, the AVE of each construct is compared with the shared variance between constructs. If the AVE for each construct is larger than its shared variance with any other construct, discriminant validity is supported. The results hereon are presented in table 3. As is seen in this table, the main diagonal values for each latent variable is larger than its shared variance (i.e., square of the correlation) with other latent variables. Hence, the model discriminant validity is confirmed. The t-values in figure 3 which in absolute terms are greater than the critical value 1.96 confirm significance of the research hypotheses at 95 percent confidence. Another measure which is used for assessment of structural model is coefficient of determination (R^2) for the latent, endogenous variables. R^2 reflects the extent to which an exogenous variable accounts for the changes in an endogenous variable. The calculated R^2 value which indicates explanatory power of an independent variable is evaluated based on three critical values 0.19, 0.33, and 0.67 representing weak, moderate, strong levels, respectively. In figure 2, the calculated R^2 for the endogenous variables determines the structural model fit, given the three critical values.

Table 4- Coefficient of determination (R^2) for endogenous constructs

Latent variables	**R^2**
Organizational Culture	0.413116
Management Performance	0.404329

To examine the model overall fit, the goodness of fit (GOF) index was used which is evaluated based on three critical values of 0.01, 0.25, and 0.36 representing low, moderate, high level of GOF. This index is calculated by the following formula:

$$GOF = \sqrt{\overline{communalities} \times \overline{R^2}}$$

The value of $\underline{Communalities}$ is obtained from mean shared values of the research latent variables.

Table 5 gives the obtained R^2 and communality values for calculation of GOF index and the resulting GOF index from average R^2 and communality values.

Table 5- R^2 and communality values for the research variables

Latent variables	R^2	Communality
Culture (CU)	0.413116	0.843213
Implement Innovations (II)		0.785175
Opportunity Identification (OI)		0.682656
Performance (PER)	0.404329	0.554949
Reconfiguring (RE)		0.836666
GOF = 0.5502	$\underline{R2}$ **= 0.4087225**	$\underline{Communality}$ **= 0.7405318**

In this section, the test of the research hypotheses which was performed in PLS software is discussed.

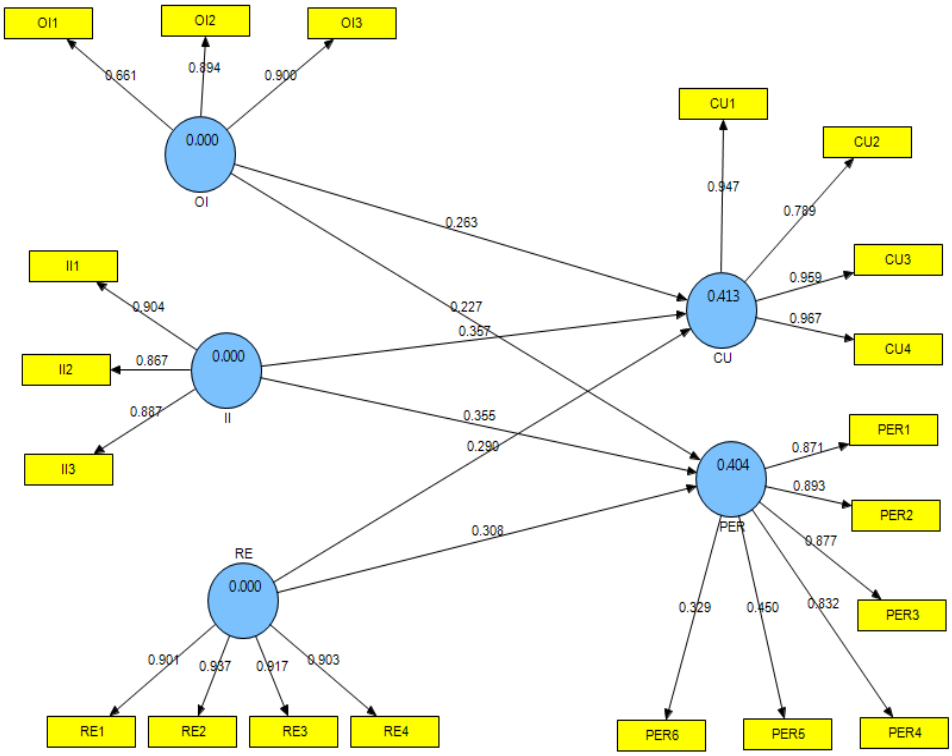

Figure 2- SEM estimates for the structural model based on the standardized coefficient

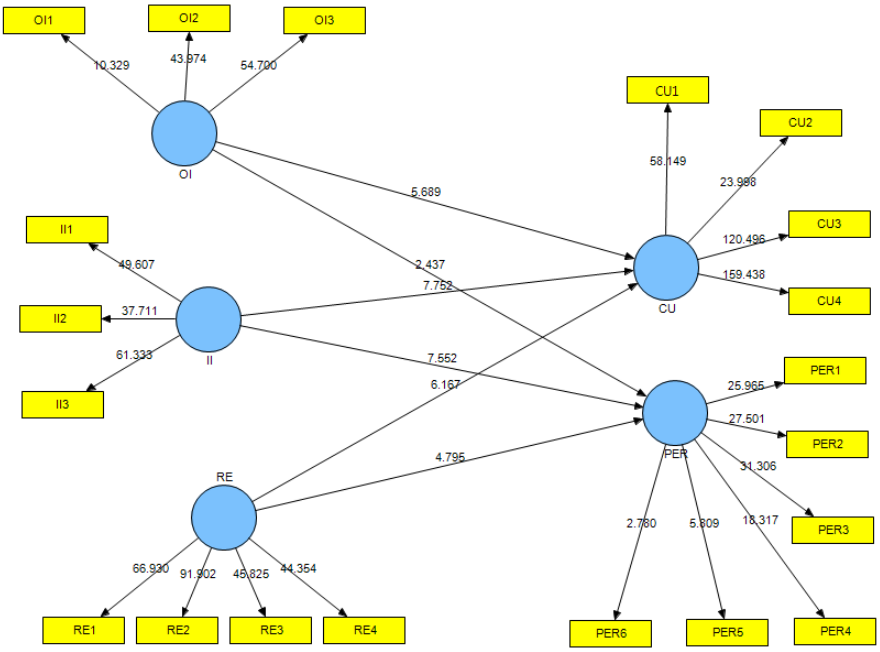

Figure 3- SEM estimates for the structural model by coefficients of significance

The test of hypothesis 1 that innovation implementation has a positive and significant effect on the culture of the firms operating in the culture industry.

As can be seen in figures 2 and 3 and table 7, the standardized coefficient (path coefficient) for the two variables *innovation implementation* and *culture* ($\beta = 0.36$) and the significance coefficient or t-value (= 7.75) which is greater than the critical value of 1.96 in absolute terms indicate that this effect is significant. Hence, the null hypothesis (H_0) claiming that innovation implementation has no significant effect on culture is rejected and the alternative hypothesis (H_1) is accepted. Thus, innovation implementation has a positive and significant effect on the culture of the firms operating in the Culture Industry and the first hypothesis is confirmed.

The test of hypothesis 2 that innovation implementation has a positive and significant effect on the management performance of the firms operating in the culture industry.

The standardized coefficient for the two variables *innovation implementation* and *performance* ($\beta = 0.36$) and the significance coefficient or t-value of 7.55 ($> |1.96|$) in table 7 indicate that this effect is significant. Hence, the null hypothesis (H_0) claiming that innovation implementation has no significant effect on performance is rejected and the alternative hypothesis (H_1) is accepted. Thus, innovation implementation has a positive and significant effect on the performance of the firms operating in the culture industry whereby the second hypothesis is confirmed.

The test of hypothesis 3 that opportunity identification has a positive and significant effect on the culture of the firms operating in culture industry.

The standardized coefficient for the two variables *opportunity identification* and *culture* ($\beta = 0.26$) and the significance coefficient or t-value of 5.69 ($> |1.96|$) in table 7 indicate that this effect is significant. Hence, the null hypothesis (H_0) claiming that opportunity identification has no significant effect on the culture is rejected and the alternative hypothesis (H_1) is accepted. Thus, innovation implementation has a positive and significant effect on the culture of the firms operating in the culture industry whereby the third hypothesis is confirmed.

The test of hypothesis 4 that opportunity identification has a positive and significant effect on the management performance of the firms operating in the culture industry.

The standardized coefficient for the two variables *opportunity identification* and *performance* ($\beta = 0.23$) and the significance coefficient or t-value of 2.44 ($> |1.96|$) in table 7 indicate that this effect is significant. Hence, the null hypothesis (H_0) claiming that opportunity identification has no significant effect on performance is rejected and the alternative hypothesis (H_1) is accepted. Thus, opportunity identification has a positive and significant effect on the performance in the Firms Operating in Culture Industry whereby the fourth hypothesis is confirmed.

The test of hypothesis 5 that Reconfiguring has a positive and significant effect on the culture in Firms Operating in Culture Industry.

The standardized coefficient for the two variables *reconfiguring* and *culture* ($\beta = 0.36$) and the significance coefficient or t-value of 7.75 ($> |1.96|$) in table 7 indicate that this effect is significant. Hence, the null hypothesis (H_0) claiming that reconfiguring has no significant effect on culture is rejected and the alternative hypothesis (H_1) is accepted. Thus, reconfiguring has a positive and significant effect on the culture of the firms operating in the culture industry whereby the fifth hypothesis is confirmed.

The test of hypothesis 6 that resources reconfiguration has a positive and significant effect on the management performance of the firms operating in the culture Industry.

The standardized coefficient for the two variables *reconfiguring* and *performance* ($\beta = 0.31$) and the significance coefficient or t-value of 4.795 ($> |1.96|$) in table 7 indicate that this effect is significant. Hence, the null hypothesis (H_0) assuming that reconfiguration has no significant effect on performance is rejected and the alternative hypothesis (H_1) is accepted. Thus, reconfiguration has a positive and significant effect on the performance of the firms operating in the culture industry whereby the sixth hypothesis is confirmed.

6. CONCLUSION

The obtained results in this study confirm the positive and significant effect of dynamic capability components on organizational culture and management performance of the firms operating in the culture industry. Since there is no empirical research on the relationships of the first order constructs which we addressed in the sub-hypotheses, suffice to say that these results further confirm the ideas advanced by authors such as Zahra et al (2006), Teece (2007), Sfirtsis (2011), and Eisenhardt and Kase (2011). In addition, the obtained results from the analysis of the research overall model supported all the research hypotheses. Based on the obtained goodness of fit index, the proposed model, given the research background, is adequately fit for explanation of the relationships between the constructs in the real world. This finding is consistent with the research results of Dayuan et al (2009), Li and Liu (2012), Weidong and Dingxiang (2012). Sfirtsis, M. (2011)

Considering the findings of this research, the use of the dynamic capability-related practices in corporate settings is expected to enhance performance of the firms operating in the culture industry and improve their cultural planning. Today, enhancing staff dynamic capabilities should be one of the top priorities of the education system and its managers given the key role that dynamic capabilities play in development and prosperity of firms. This can be accomplished by establishing a flexible culture built on knowledge-intensive teamwork and dynamic individual capabilities. Dynamic capabilities of human resources in company settings are reinforced and promoted by building an accommodating culture, adopting competency-oriented HRM practices that allow fair treatment and provide equal opportunities for all talented employees, and promote employee development and empowerment by creating a favorable working environment and strengthening sense of self-confidence in personnel, and trusting in young and talented forces and delegating authority to them.

The results further imply that creating dynamic capabilities entails special complexities and delicacies. Therefore, in addition to adoption of the approaches to needs assessment and the respective planning, it requires fundamental changes in the views to this most important strategic organizational resource. Thus, in view of the discussed results, the firms are expected, using the expert views, to pay special attention to the analysis of their existing organizational culture, since dynamic capabilities provide the ground for development and promotion of organizational culture and performance improvement. A staff, working in a dynamic environment, should be rather engaged in research work, monitoring, interpretation and evaluation, and hypothesis generating and in so doing, enhance one's opportunity sensing and seizing abilities and one's skill in reconfiguring the existing resources.

It seems that the government by providing justified and effective support for the culture industry and small and big producers in this industry would have a significant role in economic development of this industry and achieving one of the major objectives of the resistive economy. In addition, the private sector by understanding the current situation and profiting from the existing potentials in the market of the culture industry may contribute to realization of this goal.

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Authenticity of the texts, honesty and fidelity has been observed.

AUTHOR CONTRIBUTIONS

Sajjad Salehi Dolatabad and Tahere Raei Koozekonan contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.