Factors Contributing to Organizational Innovation in the Research Library
A Set of Propositions to be Tested

Assumption: An innovative culture is not only important for the near term but essential for a research library to thrive in the future.

Research Question: How does innovativeness relate to organizational factors?

1. Process Focus
   - P1: A nonlinear (inverted U-shaped relationship) exists between the Innovativeness of the library and the focus on process. With more process focus, innovativeness drops off.

2. Senior Team Integration
   - P2: The integration of the senior leadership team is positively related to innovativeness of the library. More integration of the senior team leads to more innovation.

3. Age of the Leadership Team
   - P4: A nonlinear (inverted U-shaped relationship) exists between the Innovativeness of the library and the average age of the leadership team. With higher average age, innovativeness drops off.

4. Environmental Uncertainty
   - P4: Innovativeness increases with more environmental uncertainty. More uncertainty leads to more innovation.

5. Exploitative Activities
   - P5: A balance between exploratory and exploitative tasks results in optimal innovation performance. Too much exploration results in insufficient support for existing services.

Innovations Adopted by ARL Libraries (N=47)

<table>
<thead>
<tr>
<th>Type</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radical</td>
<td>9</td>
<td>5.9</td>
<td>1.5</td>
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<tr>
<td>Mid-range</td>
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<td>9.3</td>
<td>1.2</td>
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<tr>
<td>Incremental</td>
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<td>8.0</td>
<td>1.4</td>
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Innovation performance is based on the number and types of innovations implemented by the library and the extent of implementation.