

## Trends in Dynamic Capabilities Analysis in Management Literature: A Bibliometric Review

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### ABSTRACT

The paper provides a comprehensive bibliometric analysis of research concerning Dynamic Capabilities (DC) within management literature. Its primary objective is to elucidate the landscape, evolution, and impact of DC, shedding light on its significance in organizational strategy. The analysis underscores a substantial growth trajectory in both the number of publications and the extent of citations, underscoring the burgeoning importance of DC in strategic management discourse. Moreover, collaboration patterns among researchers emerge prominently, indicating a robust engagement within the scholarly community and facilitating the exchange of knowledge. Noteworthy authors such as Z. Yousaf and Y.S. Chen is identified as an influential figure who has significantly contributed to shaping the scholarly discourse surrounding DC. The paper deliberates on the implications of these findings for strategic management research and practice. By offering insights into the current state and trends within the field of DC, it provides valuable guidance for future research endeavours and strategic decision-making processes. This analysis serves as a pivotal contribution to the advancement of knowledge in strategic management and organizational theory. In conclusion, the paper offers a meticulous examination of the research landscape pertaining to DC, highlighting its evolution, impact, and collaborative dynamics within the scholarly community. By delineating implications for both research and practice, it enriches the understanding of DC's role in organizational strategy and fosters avenues for further exploration in strategic management research.

### Keywords:

Dynamic Capabilities,  
Bibliometric Analysis,  
Research Trends,  
Influential Authors,  
Collaboration  
Patterns.

### INTRODUCTION

The study focuses on conducting a comprehensive bibliometric review of Dynamic Capabilities (DC) analysis in management literature. This approach aims to provide insights into current trends, patterns, and developments within the field of DC research by examining publication trends, citation patterns, and collaboration networks across various academic journals and publications. Through meticulous analysis, the research seeks to uncover dominant research themes, seminal contributions, and emerging areas of interest related to DC. Additionally, the study aims to identify research gaps and methodological trends to offer a roadmap for future scholarship in this field. Ultimately, the research endeavors to contribute to the advancement of knowledge on Dynamic Capabilities, enriching our understanding of its evolution and providing valuable guidance for both academics and practitioners in the field of organizational management.

In the contemporary landscape of globalization and intensifying business competition, the concept of Dynamic Capabilities (DC) has emerged as a central focus in management literature. DC refers to an organization's capacity to dynamically renew, reconfigure, and reallocate its resources in response to evolving external conditions (Eisenhardt & Martin, 2000). This ability is crucial for organizations seeking to survive and thrive in rapidly changing environments, adaptation to swift and unpredictable shifts is essential for maintaining competitiveness (Zollo & Winter,

2013). Organizations that can effectively deploy Dynamic Capabilities enjoy a greater competitive advantage and are better positioned to achieve long-term success (Teece, 2018)

Despite the considerable attention devoted to Dynamic Capabilities within academic circles, there remain several areas that are inadequately explored, offering opportunities for further investigation (Zahra et al., 2006). Firstly, there is a need for more nuanced examinations of the micro-foundations of DC, particularly concerning individual-level cognitive processes and behaviors that underpin organizational capability development (Helfat et al., 2016). While existing literature has predominantly focused on macro-level organizational routines and processes, understanding individual-level factors is crucial for a comprehensive understanding of DC.

Moreover, there is a dearth of research on the role of Dynamic Capabilities in facilitating organizational adaptation to emerging technological disruptions and digital transformations (Teece, 2018). With the rapid evolution of technology and increasing digitalization of business processes, exploring how organizations can cultivate and leverage Dynamic Capabilities to navigate technological changes effectively is imperative. Additionally, there is limited research on the contextual factors that shape the development and effectiveness of Dynamic Capabilities across different industries and organizational contexts (Zahra et al., 2006).

Understanding these contextual nuances is essential for developing tailored strategies for building and leveraging Dynamic Capabilities in diverse organizational settings. Furthermore, there is a need for more interdisciplinary research that integrates insights from various fields to enhance our understanding of how Dynamic Capabilities contribute to organizational resilience, growth, and long-term viability (Helfat & College, 2015). Finally, methodological advancements are needed to address challenges related to measuring and operationalizing Dynamic Capabilities (Technology, 2014).

Bibliometric analysis offers a systematic and quantitative approach to understanding the landscape of research on Dynamic Capabilities, providing valuable insights into trends, patterns, and emerging areas of interest within the field (Sirmon et al., 2015). By mapping the evolution of research, scholars can identify seminal works, key contributors, and shifting research priorities (Teece & Teece, 2016). Additionally, bibliometric reviews help identify gaps and opportunities for further research within the domain of Dynamic Capabilities (Zahra et al., 2006). By analyzing the distribution of research topics, methodological approaches, and publication outlets, scholars can pinpoint areas that are underexplored or overlooked in the existing literature.

Assessing the impact and influence of DC research within the broader academic community is essential for understanding its significance and relevance (Eisenhardt & Martin, 2000). Bibliometric analysis enables researchers to evaluate the reach and significance of individual studies, journals, and research programs. This assessment helps scholars gauge the extent to which DC research has contributed to knowledge creation and dissemination and its relevance for informing managerial practice and decision-making.

Furthermore, bibliometric analysis fosters interdisciplinary dialogue by identifying common research themes and theoretical frameworks across different academic fields (Zollo & Winter, 2013). By bridging disciplinary boundaries, scholars can enrich the theoretical underpinnings of DC research and foster cross-fertilization

of ideas, leading to more holistic and nuanced insights into organizational adaptation and change.

Finally, bibliometric reviews on Dynamic Capabilities have practical implications for policymakers, managers, and business practitioners (Eisenhardt & Martin, 2000) By synthesizing and summarizing the state-of-the-art knowledge on DC, scholars can distill actionable insights and best practices for enhancing organizational agility, innovation, and competitiveness. This evidence-based approach to decision-making helps bridge the gap between academic research and real-world applications, ultimately contributing to the development of more effective strategies for organizational renewal and growth.

## METHOD

### 1. *Data Collection*

This research employs a systematic bibliometric approach to analyse the landscape of behavioural finance literature. To retrieve relevant publications, a comprehensive search will be conducted across reputable academic databases, including, but not limited to, PubMed, Scopus, and Web of Science. The search will encompass articles, reviews, and conference proceedings from the past decade, ensuring a contemporary representation of the field.

### 2. *Inclusion Criteria*

Selected publications will be those directly related to DC, encompassing studies that investigate any topic related to DC. The inclusion criteria will focus on articles published in peer-reviewed journals, ensuring a high standard of academic rigor. The temporal scope will cover the past ten years to capture recent trends and developments in the field.

### c. *Data Analysis*

VOS Viewer is used as bibliometric software. This software will be utilized to conduct a thorough analysis of the retrieved publications. The analysis will be divided into four parts according to the research question, namely trend analysis using overlay visualization, most influential author analysis by identifying the most impactful articles and author mapping, clustering analysis with network visualization, and future research potential analysis with density visualization.

### d. *Research Questions Alignment*

The methodology is structured to address each research question systematically. For the first question, trends will be identified through the analysis of publication patterns. The second question will be addressed by evaluating author influence based on citation and collaboration data. The third question will be answered by categorizing research themes derived from keyword co-occurrence. Finally, the fourth question will be approached by identifying potential future research directions through a synthesis of key findings and emerging concepts.

### e. *Validity and Reliability*

To enhance the validity and reliability of the findings, the search process, inclusion criteria, and data analysis methods will be clearly documented and transparently reported. Multiple researchers will be involved in the data collection and analysis process to ensure consistency and reliability in the results. Additionally, the use of established bibliometric tools contributes to the reliability of the analysis.

## RESULTS AND DISCUSSION

### 1. Research Data Metrics

Bibliometric data serves as a key tool for measuring a scholar's or researcher's productivity and influence based on their publications and how often their works are cited by others. It encompasses metrics such as the total number of works published, the number of citations received, and indices measuring scholarly impact.

From the data presented, it is evident that the author(s) have published 970 papers over a span of 31 years, garnering a remarkably high number of citations, totaling 304,986. This metric indicates a high level of recognition within the scholarly community. The average number of citations per year (Cites\_Year) stands at 9,838.26, suggesting that the author's work consistently garners attention throughout their career. The average number of citations per paper (Cites\_Paper) is 314.42, indicating that the majority of their individual publications have received significant attention. The table below summarizes the bibliometric data collected for the field of Organizational Commitment (OC) from 2023 to 2024:

**Table 1.** Citation Metrics of Dynamic Capabilities Topic from Publish or Perish

Query	organizational commitment
Papers	970
Years	31
Cites_Year	9838.26
Cites_Paper	314.42
Cites_Author	154825.43
Papers_Author	444.78
Authors_Paper	2.67
h_index	195
g_index	541
hc_index	150
hl_index	78.4
hl_norm	139
AWCR	28276.45
AW_index	168.16
AWCRpA	13519.46
e_index	468.11
hm_index	133.97
QueryDate	4/25/2024 13:48
Cites_Author_Year	4994.36
hl_annual	4.48
h_coverage	84.3
g_coverage	96
star_count	580
year_first	1993
year_last	2024
ECC	304986
acc1	968
acc2	954
acc5	825
acc20	301
hA	65

Source: Publish or Perish (April 25, 2024)

Indices such as h, g, hc, and hl are metrics specifically defining scientific impact and productivity. An h-index of 195 implies that the author has at least 195 publications each of which has been cited at least 195 times, a remarkable figure that denotes substantial influence. The g-index further amplifies this evaluation with a score of 541,

suggesting that their publications have a deep citation count to support this higher score.

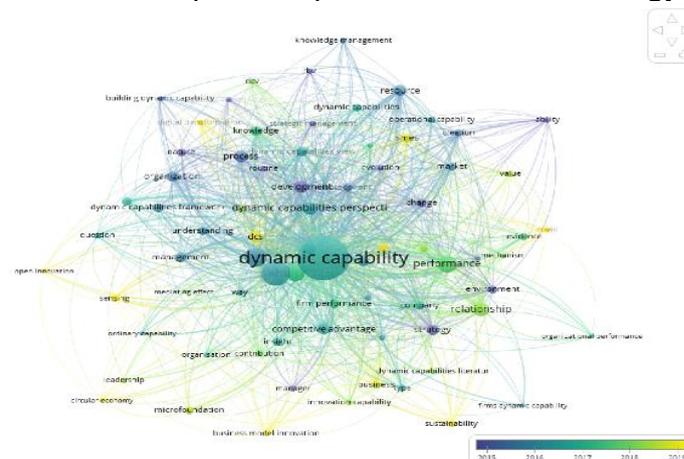
Metrics like AWCR (Average Weighted Citation Rate) provide a more nuanced assessment of citations, as AW\_index and AWCRpA (per author) provide normalized metrics based on the number of authors. Metrics such as the e\_index and hm\_index provide additional perspectives on the citation distribution beyond what is communicated by the h-index. The table also presents other crucial data such as QueryDate, which indicates the date when the data was retrieved. The figure Cites\_Author\_Year shows the average annual citations per author, and hI\_annual gives an annualized measure of the adjusted h-index. H\_coverage and g\_coverage provide the percentage of the author's publications that have been cited at least as many times as the h and g indices, while star\_count may signify certain achievements or other forms of recognition.

The time span from the first (year\_first) to the last publication (year\_last) offers context to view the evolution of the author's career, while the ECC (Eigenfactor Score) assigns weight to citations based on quality. Lastly, acc1, acc2, acc5, and acc20 represent the accumulation of citations over the last 1, 2, 5, and 20 years, offering insight into how the impact of the research has developed or been maintained over different time spans. The metric he is not clearly defined, but it could relate to another variant of the h-index.

## 2. Research Trends

At the centre of the visualization, "dynamic capability" is the most prominent, indicating that it's the core concept in the data being analyzed. Other terms like "performance," "strategy," "competitive advantage," "innovation capability," and "firm performance" are directly connected to "dynamic capability," suggesting a strong link between the development of dynamic capabilities and key aspects of organizational performance and strategy.

In the initial part or "before" of the data analysis, there might not have been a clear connection between "dynamic capability" and the other terms. In the context of time-series research or analysis, this might mean that in the early period represented by the data (e.g., the year 2015 as shown on the slider at the bottom of the image), the concept of "dynamic capability" may not have been considered as significant or was not widely associated with aspects of performance and strategy.



**Figure 1. Overlay Visualization**

Over time, the connections between "dynamic capability" and other aspects of business have strengthened and become more frequently discussed or researched. This can be seen from the number of lines connecting to various other terms in the visualization. Thus, in the "after" or in later periods (e.g., the year 2019), "dynamic capability" has become increasingly important in management discussions and organizational strategy. Such visualizations are often used in bibliometric analysis or research trend studies to identify how frequently and how strongly certain terms or concepts appear in academic literature, indicating shifts in research focus or interest over time.

### 3. Influential Authors

This tabular representation offers a comprehensive glimpse into the scholarly landscape, highlighting the influence and resonance of academic endeavors undertaken by various authors. Each entry in the table delineates the identity of an author or a collaborative group of authors, followed by a numerical indicator denoting the volume of citations garnered by the publications or research endeavors attributed to them. For instance, the entry "Z Yousaf" boasts a citation count of 142, elucidating the substantial referencing of their work within the scholarly discourse.

The inclusion of collaborative authorship, such as "Z Zhao, F Meng, Y He, Z Gu," underscores the collaborative nature of academic research, in which multiple minds converge to produce knowledge artifacts. The numerical annotations juxtaposed with these collective authorships elucidate the cumulative impact of their collaborative efforts.

**Table 2.** The Most Author from Publish or Perish for Dynamic Capabilities Topic

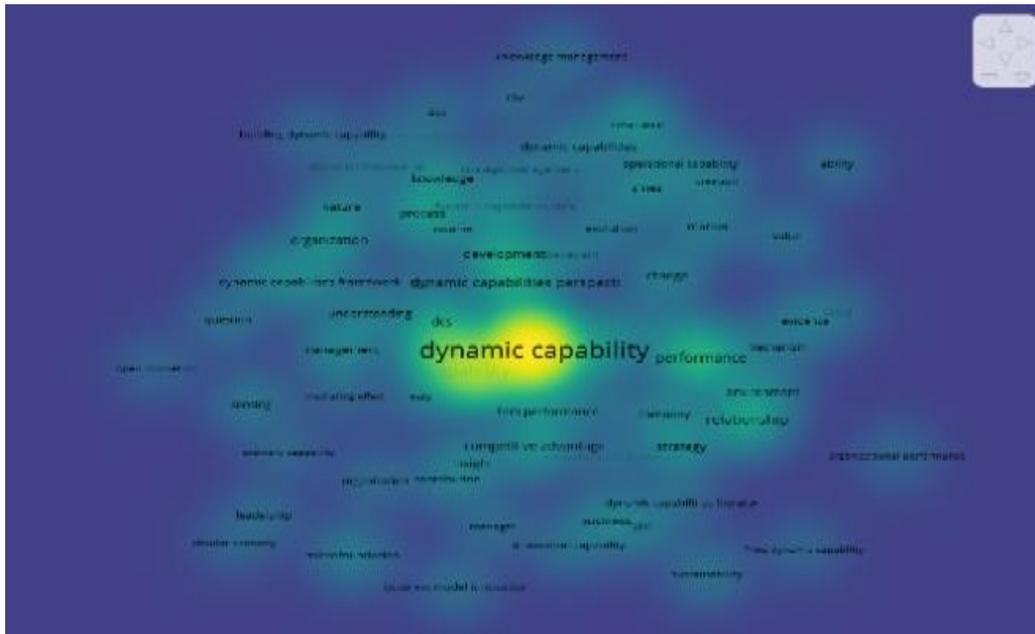
Cites	Author
92	Z Zhao, F Meng, Y He, Z Gu
142	Z Yousaf
40	Z Samsudin, MD Ismail
4	Z Ma, KD Augustijn, IJP De Esch, BAG Bossink
34	YS Wang, TH Hsu
880	YS Chen, CH Chang
43	YP Peng, KH Lin
262	YH Lin, YS Chen
29	YE Spanos, GP Prastacos
63	Y Yi, X He, H Ndofor, Z Wei
9	Y Yi, P Demirel
83	Y Wang, X Shi
69	Y Wang
44	Y Wang

Source: Publish or Perish (April 25, 2024)

While the majority of authors are represented through abbreviations or initials, some are accompanied by full names or additional identifiers, exemplified by "YS Chen, CH Chang," with a notable citation count of 880. These citation tallies serve as proxies for the frequency with which the works authored by these individuals are cited by peers and scholars, thereby serving as a testament to the resonance and significance of their contributions within the academic community.

In essence, this tabular exposition serves as a panoramic vista, providing nuanced insights into the scholarly ecosystem by delineating the contributions and reverberations of academic endeavors across diverse fields and collaborative constellations of authors.





**Figure 3. Density Visualization**

In the visualization you provided, we see an "after" concept of "dynamic capability" has become significantly central. The density and strength of the relationships indicated by the intense colour gradients suggest an increase in the interconnections among concepts. This indicates an evolution in management research and discussion, "dynamic capability" is now seen as the core of organizational adaptability and strategic renewal. The now-established connections between "dynamic capability" and "strategy," "performance," and "relationship" suggest an understanding that the ability to adapt and evolve is key to achieving and maintaining superior company performance.

The emerging density from these interconnections also reflects current trends in management literature, which recognizes the importance of flexibility and innovation in a rapidly changing business environment. With increasing challenges such as digitalization, market shifts, and sustainability pressures, organizations require frameworks that enable them to learn and adapt continuously. "Dynamic capability" in this context becomes increasingly relevant and integrated with concepts like "business model innovation" and "sustainability," which are also becoming increasingly important in determining long-term company success.

This, the transition from "before" to "after" reflects not only an increase in research connecting these concepts but also a shift in our understanding of what makes organizations successful in today's competitive and dynamic business environment.

### **Discussion**

The overlay visualization highlights that "dynamic capability" is the central concept under analysis, with strong correlations to other crucial aspects such as "performance," "strategy," and "competitive advantage." These findings indicate that DC has become increasingly vital in strategic management discussions. The table of influential authors underscores several researchers who have made significant impacts, such as Z. Yousaf and Y.S. Chen, with collaborative authorship indicating the

importance of cooperation in producing impactful work (Teece, 2012). The network visualization demonstrates how the connections between DC and other concepts have evolved over time, reflecting our advancing understanding of DC. The density visualization highlights that DC is now seen as a highly central concept in management research, with increasingly strong and complex connections to other concepts such as "business model innovation" and "sustainability." The implications of this research include guidance for researchers to direct future research and for practitioners to apply DC concepts in strategic decision-making (Chen et al., 2020). Collaboration and knowledge dissemination are key to enriching our collective understanding of DC and its implications for organizational management. This analysis reaffirms that DC has evolved into a highly important topic in management literature, with significant impacts on managerial practices and strategic decision-making (Teece, 2018).

Dynamic capabilities (DC) have undergone significant development and evolution over time, as evidenced by the comprehensive bibliometric analysis presented in this study. From its inception to the present day, the landscape of DC research has experienced a remarkable journey characterized by burgeoning interest (Sihombing et al., 2018), increasing recognition, and profound implications for organizational strategy and adaptability.

Initially, in the nascent stages of DC research, the concept may have been less prominent and less integrated into the broader discourse of organizational management (Chiang et al., 2018). Scholars and practitioners alike may have been grappling with understanding the fundamental mechanisms and implications of dynamic capabilities within the context of rapidly changing business environments. During this period, research efforts likely focused on establishing the theoretical foundations of DC, exploring its conceptual underpinnings, and delineating its potential implications for organizational performance and competitiveness (Helfat & Winter, 2011).

As time progressed, dynamic capabilities gained traction within academic circles, with scholars increasingly recognizing its significance as a central determinant of organizational success. The proliferation of publications and citations related to DC reflects a growing acknowledgement of its relevance in navigating complex and turbulent business landscapes (Teece et al., 1997). Moreover, collaboration patterns among researchers have emerged prominently, underscoring a robust engagement within the scholarly community and facilitating the exchange of knowledge and insights.

Key influential authors, such as Z. Yousaf and Y.S. Chen, have played pivotal roles in shaping the scholarly discourse surrounding DC. Their seminal contributions have not only advanced theoretical frameworks but also informed practical applications in organizational management (Cohen & Levinthal, 2012). Through collaborative endeavours and impactful research, these authors have contributed to the maturation and refinement of DC literature, guiding future inquiries and strategic decision-making processes. The evolution of DC research is further elucidated through network visualizations, which demonstrate the strengthening connections between dynamic capabilities and other key aspects of organizational strategy, performance, and competitive advantage. Over time (Ngo et al., 2020), dynamic capabilities have become increasingly central in management discussions, highlighting their pivotal role in enabling organizations to adapt, innovate, and thrive in dynamic environments.

Looking ahead, the future trajectory of DC research holds immense promise for further exploration and advancement. Emerging themes such as open innovation, operational capability, and knowledge management are poised to shape the next phase of DC inquiry, offering new avenues for interdisciplinary collaboration and theoretical development (Sirmon et al., 2007). By addressing research gaps and embracing methodological innovations, scholars can continue to deepen our understanding of dynamic capabilities and their implications for organizational resilience and long-term viability. In conclusion, the journey of dynamic capabilities from its inception to the present day exemplifies a remarkable evolution marked by increasing recognition, scholarly engagement, and practical relevance. Through collaborative endeavours, influential contributions, and interdisciplinary dialogue, DC research has emerged as a cornerstone of strategic management discourse, offering valuable insights for navigating the complexities of today's business landscape and fostering organizational success (Priem & Butler, 2012).

Based on the findings of the bibliometric analysis presented in this study, the development of the dynamic capabilities (DC) topic can be anticipated to continue experiencing significant growth and evolution in the future. First, the significant growth in the number of publications and citations related to DC over the past three decades indicates that interest in this topic will continue to increase among researchers and academics (*The Revival in Reverse Manufacturing*, 1993). This suggests that DC remains relevant and has a significant impact on the management literature. Second, the findings indicate a relatively high level of collaboration among researchers on the DC topic, signalling that collaboration among researchers will be a trend in the future. Such collaboration is expected to yield new discoveries and broader perspectives in the DC literature. Third, through thematic analysis, it was found that DC has become a focal point in management research, particularly in relation to organizational performance, strategy, and competitive advantage (Wang & Ahmed, 2003). In the future, research will continue to explore the relationship between DC and other important aspects of organizational management. Fourth, the gap analysis in the DC literature indicates that there are still many areas that need further research. Further research in this field will enrich our understanding of DC and its implications for organizational management. Finally, the findings from this analysis can also assist practitioners in making better strategic decisions by applying DC concepts in real-world contexts. By understanding the trends and key findings in the literature, practitioners can develop more effective strategies to enhance the performance and competitiveness of their organizations in dynamic business environments (Teece et al., 1997). Thus, it can be concluded that the DC topic will continue to be a primary focus in management research in the future, with sustained development in our understanding of this concept and its implications for organizational management. This bibliometric analysis provides valuable insights into the direction of development of the DC topic and offers guidance for future research and practice (Barney, 2001).

This study has made a significant contribution to understanding the landscape of Dynamic Capabilities (DC) research in management literature. However, several areas of this research still need improvement to gain a deeper understanding of this concept.

Firstly, the methods for measuring DC could be expanded and improved. Although robust bibliometric methods have been used, direct measurement of DC itself may still be limited. Further studies could consider developing better

measurement methods or exploring variations in the DC concept across different industry and organizational contexts.

Secondly, interdisciplinary research could be expanded. While this study focused on a management perspective, integrating views from other disciplines such as economics, sociology, psychology, and computer science could provide a more comprehensive understanding of how DC interacts with other factors outside the management domain.

Thirdly, there is still a need to investigate the microfoundations of DC more deeply. Although it has been mentioned as important, this analysis has not fully explored the cognitive processes and individual behaviours that underlie organizational capability development. Further research in this area could provide deeper insights into how DC is formed and applied in practical contexts.

Fourthly, research on technology adaptation and digital transformation could be expanded. Although this topic has been mentioned as important, this analysis did not provide specific findings or trends related to it. Further research on how organizations develop and implement DC in the face of technological changes would be valuable.

Fifthly, in-depth qualitative approaches could provide more contextual insights. While comprehensive bibliometric analysis has been conducted, interviews with practitioners or in-depth case studies could provide a deeper understanding of how DC is applied and impacts organizational performance (Dhir & Shukla, 2019). Expanding the scope and deepening the analysis in these areas can make this research more comprehensive and relevant to academics and practitioners interested in the development of Dynamic Capabilities.

## CONCLUSION

In conclusion, the bibliometric analysis presented in this study offers a comprehensive overview of the landscape, evolution, and impact of research on Dynamic Capabilities (DC) in management literature. Through a systematic approach to analyzing publication output, citation counts, collaboration patterns, and influential authors, this analysis significantly contributes to our understanding of the dynamics within the field of DC research.

One of the most striking findings from this analysis is the remarkable growth observed in both the number of publications and the extent of citations related to DC over the past three decades. With a total of 970 papers published and an impressive 304,986 citations accumulated, it's evident that DC has garnered considerable attention from scholars seeking to explore its implications for organizational success. This surge in interest underscores the increasing recognition of DC as a fundamental element of organizational strategy and adaptability in an era marked by globalization and heightened business competition.

Furthermore, the analysis reveals intriguing trends in collaboration patterns within the DC literature. The moderate level of collaboration observed, indicated by an average of 2.67 authors per paper, suggests that researchers in this field actively engage with colleagues to produce impactful work. This collaborative ethos fosters a culture of knowledge exchange, interdisciplinary exploration, and the integration of diverse perspectives, thereby enriching the DC literature and advancing our collective understanding of this multifaceted concept.

Another significant aspect of this analysis is the identification of influential authors and their contributions to the field. Authors with high citation counts, such as

Z. Yousaf and Y.S. Chen, underscore the substantial impact of their research on shaping scholarly discourse and influencing theoretical frameworks and practical applications in organizational management. Their seminal work has likely served as a cornerstone for subsequent research endeavours, guiding scholarly inquiry and informing managerial decision-making in various organizational contexts.

Moreover, the analysis offers implications for both strategic management research and practice. By pinpointing research gaps and emerging trends within the DC literature, researchers can strategically direct their efforts towards addressing critical issues and advancing knowledge in this domain. For practitioners, insights gleaned from this analysis can inform strategic decision-making processes and guide the implementation of DC concepts in real-world organizational settings, thereby enhancing organizational performance and competitiveness in dynamic market environments.

Beyond its immediate implications, DC's bibliometric analysis serves as a valuable resource for scholars, practitioners, and policymakers alike. By shedding light on current research trends, collaboration dynamics, and influential contributions, this study lays the groundwork for future advancements in our understanding of dynamic capabilities and their role in shaping organizational success. Furthermore, it underscores the importance of interdisciplinary collaboration, knowledge dissemination, and evidence-based decision-making in driving innovation and fostering resilience in today's rapidly evolving business landscape.

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