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Bibliometric Analysis of Dynamic Capability Research in the Last Decade

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ABSTRACT

Over the past decade, the concept of dynamic capabilities has gained increasing attention in public policy and administration studies. This concept highlights the importance of the ability of governments and organizations to adapt quickly, engage in continuous learning, and promote innovation in the face of complex and dynamic environmental changes. This study aims to understand the direction and development of research related to dynamic capabilities through a bibliometric approach. An analysis was conducted on 336 scientific articles indexed in the Scopus database from 2014 to 2024. The data were then processed and visualized using the VOSviewer application to identify publication trends, influential journals, main contributing authors and countries, as well as emerging research themes. The results of this study reveal three main findings. First, there has been a significant increase in the number of publications from 2021 to 2024, indicating growing scientific interest in this topic. Second, Journal Long Range Planning is the most influential journal in terms of citations, publications, and impactful articles. Third, the largest contributions come from academics in the United States, the United Kingdom, and China. Fourth, several topics were found to be under-explored, such as leadership, learning, absorptive capacity, organizational change, and innovation performance, which have great potential for future development. This study makes an important contribution to mapping the scientific landscape of dynamic capabilities and can serve as a strategic reference for academics, practitioners, and policymakers in strengthening the resilience and transformation of public organizations.

KEYWORDS *dynamic capabilities, bibliometric analysis, innovation, organization*

INTRODUCTION

In the last ten years, dynamic capability has become one of the increasingly prominent topics in the study of strategic management and public policy. This term refers to an organization's ability to adapt sustainably to a rapidly changing and complex environment. This concept becomes especially important when governments and public organizations are required to be more flexible, responsive, and innovative in formulating and implementing policies. The development of digital technology, globalization, and the pressures of crises such as the COVID-19 pandemic have accelerated the need for organizations to not only maintain efficiency but also develop the ability to transform dynamically. In the context of public governance, the principles of dynamic governance offer a complementary framework that emphasizes the importance of an adaptive, knowledge-based, and encouraging institutional learning system of governance. This confirms that the development of dynamic capabilities is not only relevant for the private sector but also crucial in bureaucratic reform and public sector innovation (Cosimi, 2020; Mwanza & Dar, 2025; Ndrecaj et al., 2025).

The concept of dynamic capability was first introduced systematically by Teece et al. (2009), in response to the limitations of the Resource-Based View (RBV), which tends to be

static. They explain that organizations must have three main types of capabilities: sensing (identifying opportunities and threats), seizing (capturing opportunities through strategy and innovation), and transforming (changing structures and competencies on an ongoing basis). This dimension continues to be developed and applied in various industry contexts, including the public sector and non-profit organizations. Several recent studies show that dynamic capabilities play an important role in supporting digital transformation, policy innovation, sustainable development, and organizational resilience to external disruption (Dangelico et al., 2017; Kattel & Mazzucato, 2018; Warner & Wäger, 2019a). In practice, the implementation of dynamic capabilities in the public sector includes the ability to experiment, learn from failures, collaborate across sectors, and adjust policies to the sustainable needs of the community (Kattel & Mazzucato, 2018; Kristinawati, 2024).

Gyemang and Emeagwali (2020) highlight the importance of dynamic capabilities in supporting organizational agility in a highly dynamic environment and emphasize that an organization's ability to respond to change is not only determined by technology or resources but also by internal capabilities such as learning and knowledge management. In its development, digitalization is a strategic element that strengthens dynamic capabilities, as it allows organizations to build functions that are resilient, responsive, and adaptive to crises such as COVID-19. The use of digital technology significantly improves an organization's response to external pressures and has a positive impact on performance (Kitsios et al., 2023; Priyono et al., 2020). This development confirms that the integration between knowledge-based capabilities and digitalization is a crucial direction in strengthening contemporary dynamic capabilities.

In order to understand the extent to which the topic of dynamic capability has developed scientifically, as well as to identify the key actors and research trends in this field, bibliometric analysis is a very appropriate method. This approach not only allows mapping of publication trends but also helps identify research gaps and opportunities for future study development. This study aims to analyze the development of the literature on dynamic capability in the last ten years (2014–2024) using a bibliometric approach. This analysis will map the trends of publications, the most influential journals, the main figures, and the themes that stand out in the study. In this way, it is hoped that this research will not only provide a historical overview of the development of the literature but also identify research gaps that can serve as the basis for future research. This study addresses several key research questions: Firstly, it explores the trends in publications related to dynamic capability over the past decade (RQ1). Secondly, it identifies the most influential journals and articles in the field of dynamic capability (RQ2). Thirdly, it examines the most influential authors and countries contributing to the publication of dynamic capability research (RQ3). Finally, it investigates potential topics for future research in dynamic capability (RQ4).

This study aims to analyze the development of the literature on dynamic capability in the last ten years with a bibliometric approach. In this way, the study will not only illustrate a large map of existing studies but also identify research gaps that remain open. It is hoped that the results of this analysis can be a reference for academics, practitioners, and policymakers in understanding the dynamics of dynamic capability and the direction of its development in the future.

METHOD

This research used bibliometric analysis, which is generally employed to reveal the development of science in a field through reputable scientific publications (Kessler, 1963). Bibliometric analysis utilized various indicators such as the number of publications, the number of citations, the network of keywords, and the mapping of research trends, which are often applied to identify patterns and developments in the science of the field under study. Therefore, the researcher carried out several stages, namely: 1) data retrieval from Scopus based on keywords and specified time periods; 2) limiting Scopus documents to those classified as journal articles, within social science areas, in English language, and open access; and 3) data visualization and analysis using the VOSviewer application.

The application was designed to support bibliometric analysis by visualizing research trends over time (Aria & Cuccurullo, 2017; van Eck & Waltman, 2017). Data retrieval was conducted with the following query: (TITLE-ABS-KEY("dynamic capability" OR "dynamic capabilities" OR "dynamics capability") AND PUBYEAR>2014 AND PUBYEAR<2025 AND (LIMIT-TO(EXACTKEYWORD, "Dynamic Capabilities") OR LIMIT-TO(EXACTKEYWORD, "Dynamic Capability") OR LIMIT-TO(EXACTKEYWORD, "Dynamics Capability")) AND (LIMIT-TO(OA, "all")) AND (LIMIT-TO(SRCTYPE, "j")) AND (LIMIT-TO(LANGUAGE, "English")) AND (LIMIT-TO(DOCTYPE, "ar")) AND (LIMIT-TO(SUBJAREA, "SOCI") OR LIMIT-TO(SUBJAREA, "DECI"))) accessed on March 20, 2025.

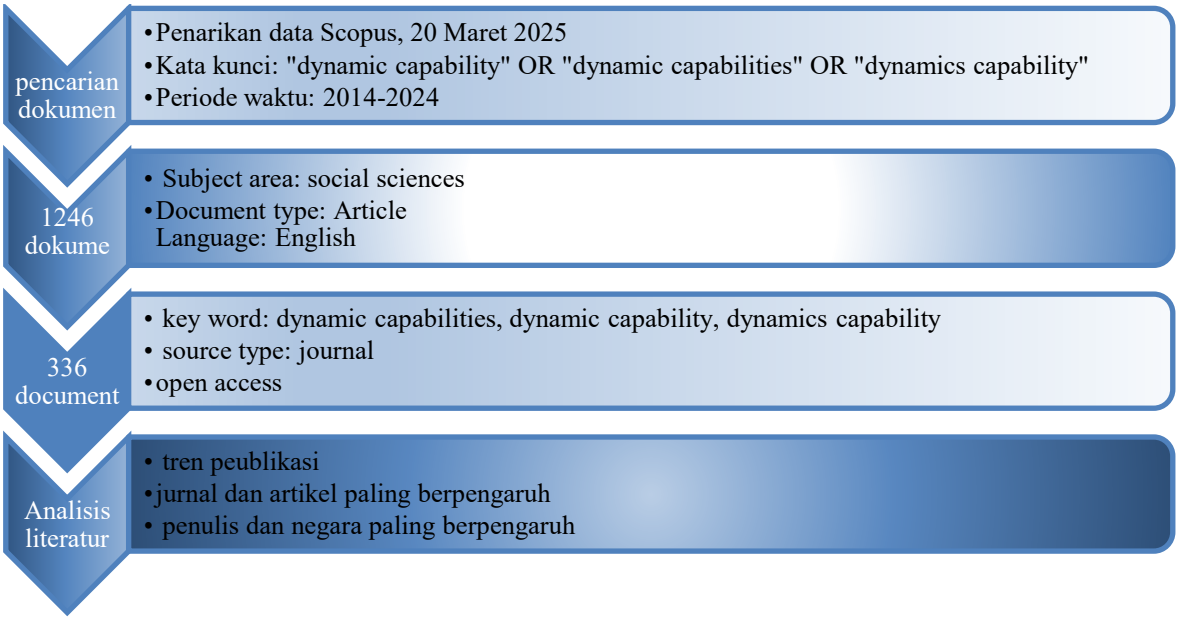
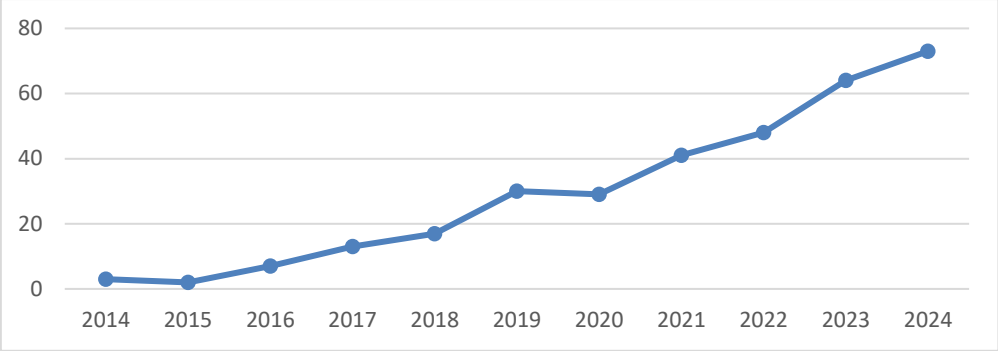


Chart 1. Stages of Data Retrieval

RESULT AND DISCUSSION

Publication Trends

Based on the results of scopus data retrieval carried out with a time period from 2014 to 2024 with various restrictions, 336 scientific articles on dynamic capability have been produced.



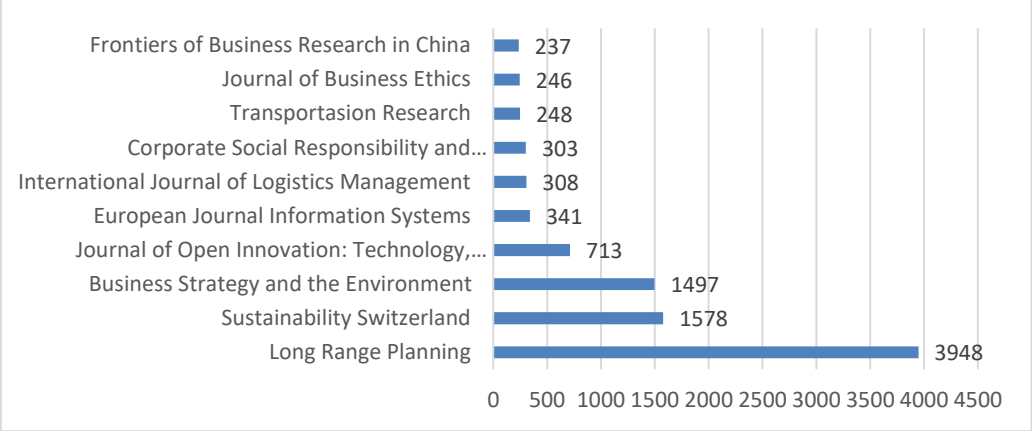
Graph 1. Number of Publications on Dynamic Capability in 2014-2024

In the last decade (2014 - 2024), the number of publications related to dynamic capability indexed in Scopus shows a significant increasing trend, from only 3 (three) publications in 2014 to gradually increase to reach 73 in 2024. This increase reflects the increasing attention of academics and practitioners to the concept of dynamic capability, especially in the context of changing environments, innovation, and organizational competitiveness. Referring to the development of the number of publications, it can be predicted that research related to dynamic capability will continue to develop, in line with the need for organizations to adapt to an increasingly dynamic and complex environment.

Most Influential Journal Publications and Citations

Referring to data obtained from Scopus, the most influential journal in research related to dynamic capability based on the number of citations, it is known that the first rank is occupied by the journal Long Range Planning with the number of citations as many as 3,948. The journal was followed by Sustainability Switzerland with 1,578 citations, Business Strategy and the Environment with 1,497 citations, and Journal of Open Innovation: Technology, Market, and Complexity with 713 citations. The much higher number of citations in the Long Range Planning journal compared to other journals can be explained by several factors.

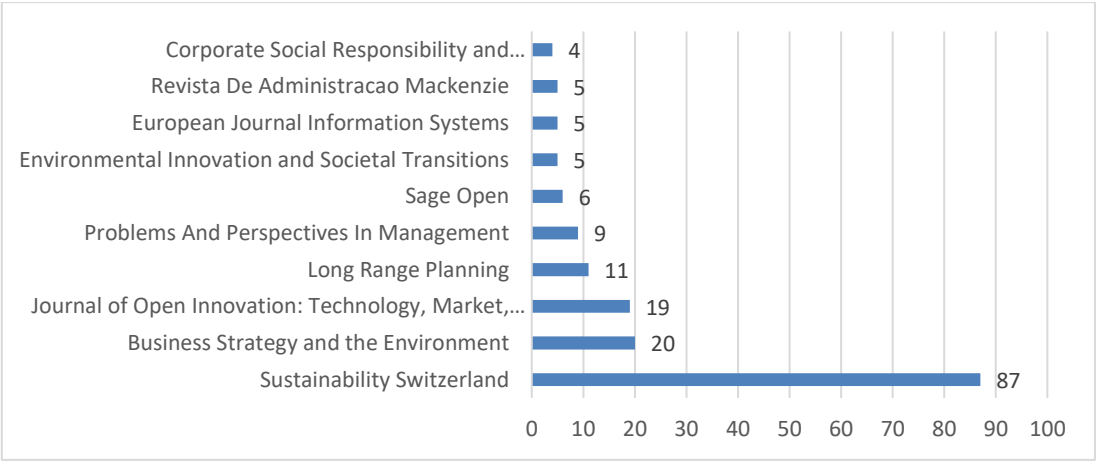
First, this journal has been established since 1968, so it has a long history of publishing high-quality research that is the main reference in studies related to dynamic capability in an organization. Meanwhile, other journals were only established in the period between 2007 and 2015. Thus, the age and track record of the longer Long Range Planning journal has had a significant impact in strengthening its authority as the main reference in research related to dynamic capability. This data further corroborates that Long Range Planning is the most influential journal for academics and researchers interested in the topic of dynamic capability, as the number of citations often reflects the level of relevance and quality of a journal in the scientific community.



Source: Data Processed, 2025

Graph 2. Ten Journals with the Highest Number of Citations

Graph 3 shows the ten most influential high-profile journals in the field of dynamic capability over the past decade, based on the number of scientific publications. The Journal of Sustainability (Switzerland) ranked first with a total of 87 articles, followed by Business Strategy and the Environment with 20 articles, Journal of Open Innovation: Technology, Market, and Complexity with 19 articles, and Long Range Planning with 11 articles. Meanwhile, other journals are recorded to have publications under ten scientific articles.



Graph 3. Ten Journals with the Most Publications

Source: Data Processed, 2025

Interestingly, there is consistency between the number of publications and the citation rate of the top journals. The four journals Sustainability (Switzerland), Business Strategy and the Environment, Journal of Open Innovation, and Long Range Planning occupy the top five positions in terms of both publication and citation. This shows that these journals are not only productive in publishing articles on dynamic capability, but also have a significant influence on the development of the scientific literature in the field. Therefore, these journals can be used as the main reference for researchers and academics who are interested in developing studies related to dynamic capability.

Table 1. The Ten Most Influential Articles

Article Title	Year	Writer	Article Source	Citation
Business models and dynamic capabilities	2018	Teece, D.J.	Long Range Planning	1.661
Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal	2019	Warner, K.S.R., Wager M	Long Range Planning	1.647
Green Product Innovation in Manufacturing Firms: A Sustainability-Oriented Dynamic Capability Perspective	2017	Dangelico, R.M., Pujari, D., Pontrandolfo, P.	Business Strategy and the Environment	526
Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities	2020	Bocken, N.M.P., Geradts, T.H.J.	Long Range Planning,	448
Identifying digital transformation paths in the business model of smes during the covid-19 pandemic	2020	Priyono, A., Moin, A., Daughter, V.N.A.O.	Journal of Open Innovation: Technology, Market, and Complexity	400
Artificial intelligence for supply chain resilience:learning from Covid-19		Modgil, S., Singh, R.K., Hannibal C	International Journal of Logistics Management	270 International Jo
The digitalization and public crisis responses of small and medium enterprises: Implications from a COVID-19 survey	2020	Guo, H., Yang, Z., Huang, R., Guo, A.	Frontiers of Business Research in China	240
Digital transformation in family-owned Mittelstand firms: A dynamic capabilities perspective	2021	Soluk, J., Kammerlander, N.	European Journal of Information Systems	224
Key strategies, resources, and capabilities for implementing circular economy in industrial small and medium enterprises	2019	Prieto-Sandoval, V., Jaca, C., Santos, J., Baumgartner, R.J., Ormazabal, M.	Corporate Social Responsibility and Environmental Management	198
The impact of entrepreneurial business networks on firms' performance through a mediating role of dynamic capabilities	2019	Abbas, J., Raza, S., Nurunnabi, M., Minai, M.S., Bano, S.	Sustainability (Switzerland)	149

In addition to analyzing the most influential journals, data from Scopus also identified the ten scientific articles with the highest levels of influence on the topic of dynamic capability over the past decade. From the list, three articles came from the journal Long Range Planning, which consistently ranked first, second, and fourth in the category of the most influential articles in this field.

The article titled "Building Dynamic Capabilities for Digital Transformation: An Ongoing Process of Strategic Renewal" (Warner & Wäger, 2019b) states that digital transformation is an ongoing process that involves the use of new digital technologies. In this context, agility is positioned as a core mechanism in strategic renewal, which includes business models, collaboration patterns, and organizational culture. In line with this, Dangelico et al. (2017) and Teece (2018) emphasized that the success of business model design and adaptation is greatly influenced by the strength of high-level dynamic capabilities, namely sensing, seizing, and transforming, which enable organizations to respond effectively and sustainably

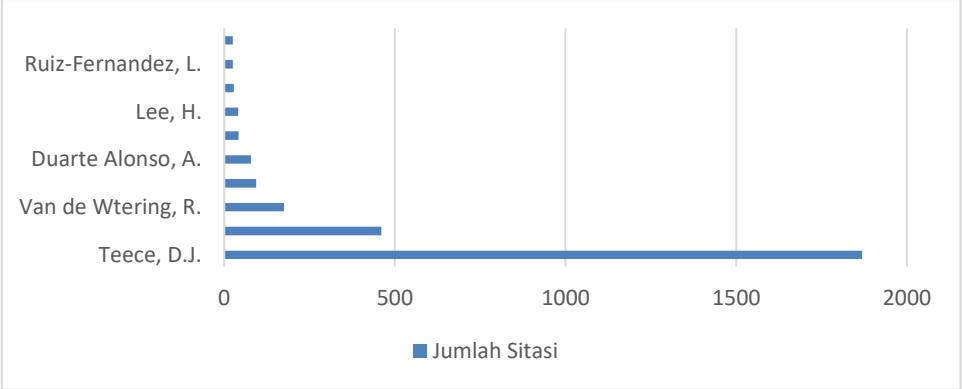
to environmental dynamics. Other articles highlight the role of dynamic capabilities in supporting sustainable innovation.

Dangelico et al. (2017) identified three main processes, namely external resource integration, internal resource integration, and resource development and rearrangement that collectively drive green innovation. These findings are reinforced by Prieto-Sandoval et al. (2019) and Abbas et al. (2019) who show that sustainability-oriented strategies, resource strengthening, and entrepreneurial business networks contribute significantly to the formation of dynamic capabilities that support the sustainable performance of organizations. In the context of business model innovation, Bocken & Geradts (2020) and Soluk & Kammerlander (2021) emphasize the importance of organizational design and the gradual digital transformation process including the digitization of processes, products/services, and business models, each of which requires dynamic capabilities, as well as being influenced by supporting and inhibiting factors that determine the speed and success of its implementation.

Meanwhile, in the context of small and medium enterprises (SMEs) and response to crises, a case study on SMEs in Indonesia and research by Priyono et al. (2020) found that the digitalization response of SMEs to the pandemic formed three distinct patterns of digital transformation that illustrate the level of technological and social readiness in the development of dynamic capabilities. Furthermore, (Colette, 2020) research by highlighting the role of digitalization in helping SMEs respond to public crises such as COVID-19 more effectively through the use of dynamic capabilities, while improving performance by proposing a theoretical framework for the relationship between digitalization and crisis response in SMEs. Another article also (Colette, 2020) shows that artificial intelligence (AI) has an important role in strengthening resilience. AI helps build dynamic capabilities that enable enterprises to respond to disruption more adaptively and resiliently, increasing the organization's resilience to external challenges.

Most Influential Authors and Countries

Based on the category of article writers, Teece DJ is the author with the highest number of citations in the topic of dynamic capabilities, which is almost 1,869 citations, far surpassing other authors. This shows that Teece's thoughts and publications have a huge academic influence and are the main reference in the development of dynamic capabilities theory. Authors such as Priyono, A., with 460 citations and Van de Wetering, R., with 175 citations also stand out in the number of citations, signifying their significant contributions, although still well below Teece. More details can be seen in Chart 4 below.



Graph 4. Ten Authors with the Highest Number of Citations
Source: Data Processed, 2025

Furthermore, the order of authors with the highest number of publications is presented in Graph 5. The author of scientific articles published in the most reputable international journals ranked first is Kok, S., with a total of 5 published articles. Then followed by Priyono, A., and Van de Wtering, R., as many as 4 publications.

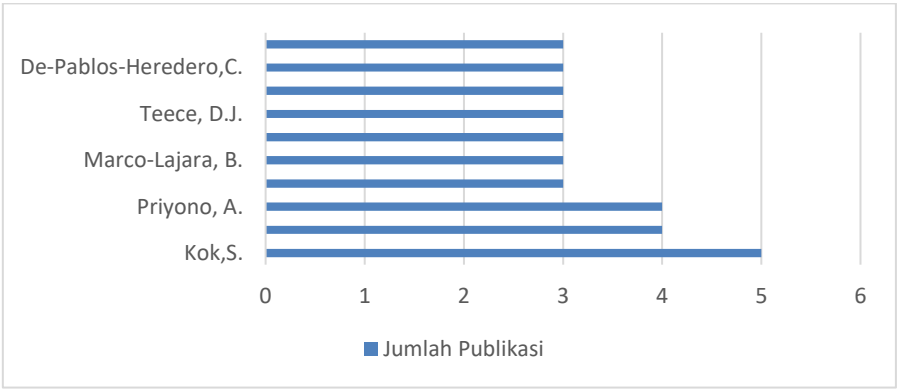
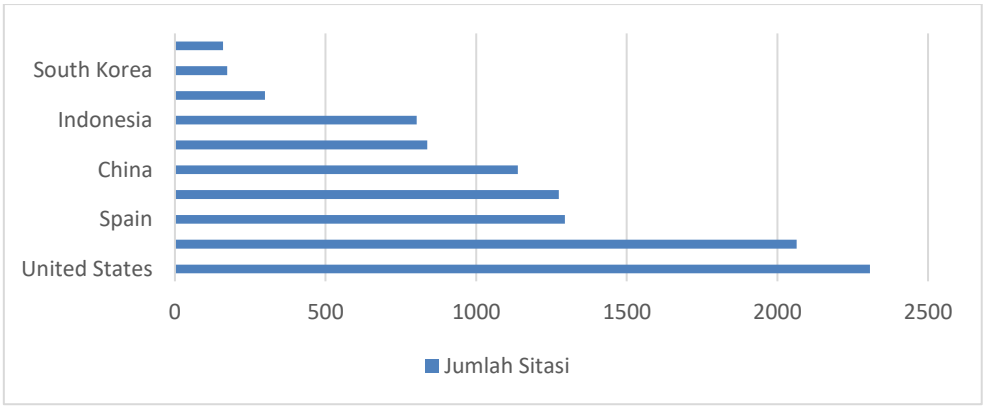


Chart 5. Ten Authors with the Most Publications
Source: Data Processed, 2025

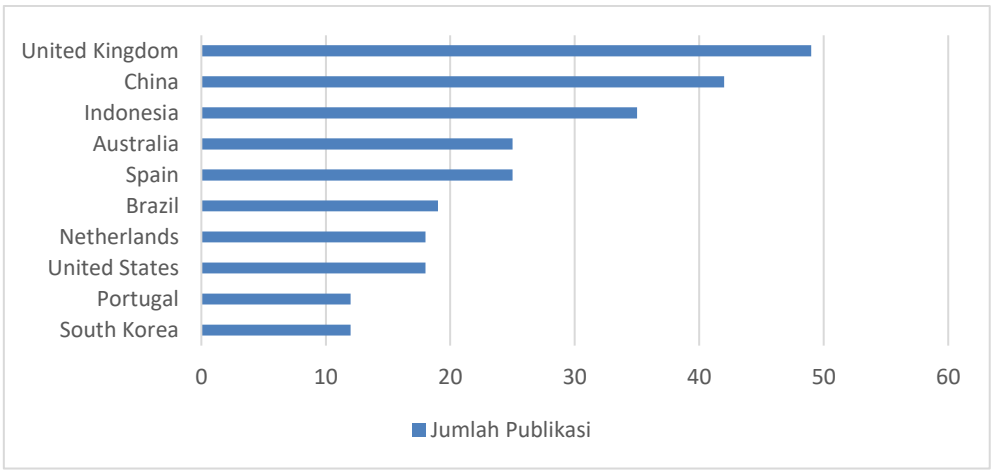
When compared to Graph 4 and Graph 5, the pattern that emerges shows that the number of publications is not always directly proportional to the number of citations. The uneven distribution pattern of citations reflects that this theory is still centered on a few key figures, so there is an opportunity for the development and diversification of perspectives through contemporary and contextual studies.

Based on Scopus data obtained by the author, the United States is the country with the highest number of citations in dynamic capabilities topic research, reaching 2,307 citations. The UK is in second place with 2,064 citations, followed by Spain (1,294), the Netherlands (1,274), and China (1,138) which show significant contributions to the development of this literature. Other countries such as Australia (838), Indonesia (802), Portugal (299), South Korea (173), and Brazil (160) also contributed, albeit on a smaller scale than western countries. This reflects the strong dominance of developed countries, especially from the North American and Western European regions, in the development and dissemination of dynamic capabilities theory and practice.



Graph 6. Top Ten Countries with the Most Citations
Source: Data Processed, 2025

Meanwhile, publication data shows that the UK is the country with the highest number of publications on this topic, with 49 publications, followed by China (42 publications) and Indonesia (35 publications). Indonesia's participation as a developing country in the top three publications shows positive dynamics and active involvement in global scientific discourse related to dynamic capabilities. Australia and Spain each recorded 25 publications, followed by Brazil (19), the United States (18), the Netherlands (18), and Portugal and South Korea which each recorded 12 publications. As outlined in Graph 7.



Graph 7. Ten Countries with the Most Publications
Source: Data Processed, 2025

From Graph 6 and Graph 7, it appears that the United States dominates in terms of the number of citations in dynamic capability research, although it is not the country with the highest number of publications. This dominance shows the high academic influence of works of American origin, which largely refers to the contributions of David J. Teece, widely known as the pioneer of dynamic capabilities theory. One of his important works is Business Models and Dynamic Capabilities (Teece, 2018) which is an important reference in explaining the relationship between business model innovation and dynamic capabilities in the digital economy.

Meanwhile, the United Kingdom ranks second in the number of citations (2,064) and highest in the number of publications (49 articles). This means that the UK is not only active in producing academic literature, but also consistently creating relevant and widely cited works. One of the important contributions comes from an article entitled Building Dynamic Capabilities for Digital Transformation: An Ongoing Process of Strategic Renewal (Warner & Wäger, 2019b). This article is widely cited for discussing how organizations build dynamic capabilities in response to the pressures of digital transformation through a continuous process of strategy updates.

China, on the other hand, ranks second highest in the number of publications (42 articles), but the number of citations in aggregate is still relatively low compared to the level of publication productivity. Although the overall scientific influence of publications from China is not on par with that of the United States or the United Kingdom, there are several important articles that show significant impact, especially in the context of digitalization, green innovation, and sustainability.

One of the most influential articles is "The Digitalization and Public Crisis Responses of Small and Medium Enterprises: Implications from a COVID-19 Survey" (Guo et al., 2020) by which has obtained 250 citations, discussing how SMEs in China are building dynamic capabilities in responding to the COVID-19 crisis through digitalization. Other notable articles are "The Impact of Entrepreneurial Business Networks on Firms' Performance Through A Mediating Role of Dynamic Capabilities" (Abbas et al., 2019) with 151 citations, as well as "An Empirical Study on Green Innovation Strategy and Sustainable Competitive Advantages" (Neo, 2007) which has been cited more than 100 times.

On the other hand, Indonesia shows a fairly prominent role by ranking third in the number of publications (35 articles). However, with the number of citations of 802 times, the global influence of the publication is still at a medium level. This shows that although research activities in Indonesia are increasing, further efforts are needed to improve the quality and citation of publications at the international level. Nevertheless, there are several important articles that show significant contributions to the international literature. One of them is an article entitled "Identifying Digital Transformation Paths In The Business Model of SMEs during the COVID-19 Pandemic" by Priyono et al. (2020) which has obtained 411 citations. This article is one of the most influential publications from Indonesia because it discusses how SMEs respond to crises by adopting varied digital transformations, based on their respective internal conditions and social contexts.

Another important contribution comes from the article "Toward A Business Resilience Framework for Startups" by Aldianto et al. (2021), which has obtained 110 citations. This study develops a business resilience framework that combines the concepts of dynamic capabilities and agile leadership in the context of Indonesian startups during the pandemic. These two articles show that Indonesian researchers have begun to make substantial contributions to the study of dynamic capability, especially in the context of SMEs, startups, and organizational resilience in the era of disruption.

Research Topics

Based on the analysis of the author's keyword co-occurrence during the period 2014–2024 using VOSviewer, a network visualization map was obtained that shows conceptual linkages in the topic of dynamic capability.

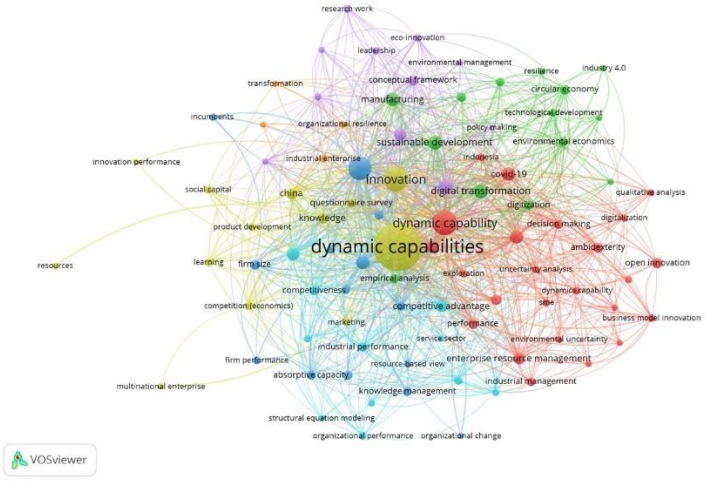


Figure 1 Keyword network visualization

The mapping results show that there are several topic clusters that are networked with each other and form knowledge hubs around the main keywords dynamic capabilities. In general, there are four main clusters that thematically dominate the research landscape, namely: innovation, sustainability, strategic approach, and performance assessment. In addition to these four main themes, the visualization also shows a color-based division that represents thematic clusters that interact with each other. The red cluster is dominated by keywords such as: Competitive advantage, competitiveness, enterprise resource management, industrial performance, organizational framework, performance, strategic approach, exploration, decision making, ambidexterity, open innovation. The major theme in this cluster is related to organizational competitiveness strategies and dynamic resource management, including the influence of environmental uncertainty on decision-making and business model innovation. The green cluster focuses on the integration of technology and knowledge management in the development of dynamic capabilities, with the keywords: absorptive capacity, ambidexterity, information technology, knowledge management, open innovation, technological development, circular economy, policy making, resilience, industry 4.0. The blue cluster covers business management topics and organizational processes, with dominant keywords such as: Business, conceptual framework, firm size, management practices, supply chain management, structural equation modeling, organizational performance, absorptive capacity, marketing. The yellow cluster focuses on sustainable development issues and corporate strategies that are inclusive of environmental issues. The dominant keywords include: Sustainable development, innovation, circular economy, corporate strategy, environmental economics, policy making, environmental management, eco-innovation. The purple cluster shows the linkage between digital transformation and regional contexts with the keywords: China, digital transformation, empirical analysis, organizational resilience, questionnaire survey, leadership, research work, transformation. The turquoise color cluster includes Covid-19, knowledge, questionnaire

survey, Indonesia, digitization. This cluster shows the profound influence of COVID-19 in driving the acceleration of digital transformation and a shift in the way organizations build dynamic capabilities.

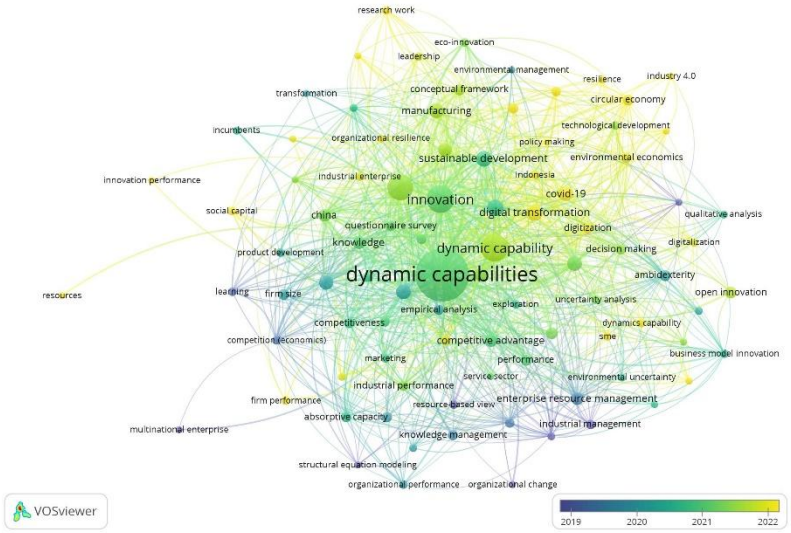


Figure 2 Visualization of Keywords by Period

The bibliometric visualization in Figure 2 shows the evolution of dynamic capabilities topics from before 2019 to after 2022 based on the emergence and relevance of keywords in scientific publications. Dark blue indicates keywords that were more frequently used in publications before 2019, while bright yellow represents keywords that are popular in publications after 2022. In the early period, the study of dynamic capabilities still focused on theoretical and conceptual aspects, which was characterized by the dominance of keywords such as resources, absorptive capacity, firm performance, knowledge management, and multinational enterprises. This shows great concern for how organizations build internal capacity to deal with change. Entering the transition period around 2019–2021, the focus of research began to shift to the relationship between dynamic capabilities and organizational strategy and performance. Keywords such as competitive advantage, innovation, empirical analysis, and organizational performance are starting to emerge more dominantly, indicating the increasing use of quantitative approaches and practical applications in the study of dynamic capabilities. After 2022, this study will develop more contextual and responsive to global issues, as shown by the emergence of keywords such as digital transformation, covid-19, sustainable development, circular economy, policy making, and technological development. This focus reflects a shift towards integrating dynamic capabilities in the digital transformation and sustainable development agenda. Overall, keywords such as dynamic capabilities and innovation remain at the center of academic debate, demonstrating the important role of adaptive capabilities in supporting organizational competitiveness and resilience in an increasingly complex and rapidly changing environment.

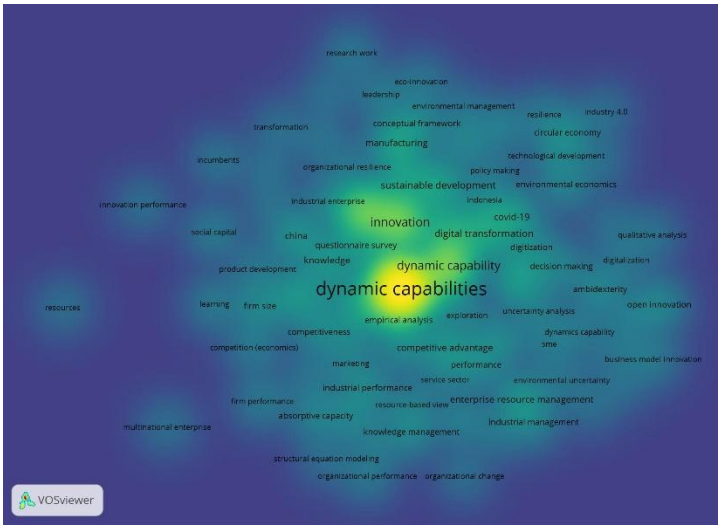


Figure 3 Keyword Density Visualization

The visualization of keyword density on the topic of dynamic capabilities presents a bibliometric representation that reflects the focus and direction of research development in the field. The intensity of the colors displayed from dark to light reflects the frequency of the appearance of keywords in scientific publications. Light colors indicate that the keyword is frequently used and is the center of attention in the literature, while dark colors indicate that the topic is still relatively rarely studied and has not yet become the main focus.

In general, it can be seen that the term dynamic capabilities occupies the central position with the lightest color intensity, indicating that it is a core concept in the network of topics displayed. Around it, there are keywords such as innovation, digital transformation, sustainable development, competitive advantage, and knowledge, which also have a high level of density. This shows that the discourse on dynamic capabilities is closely linked to organizational efforts to respond to environmental changes through innovation, digital transformation, and the achievement of competitive advantage in a sustainable manner. This linkage reflects the theoretical and empirical tendency to use dynamic capabilities as a conceptual framework to explain the adaptability and agility of organizations in the midst of market and technological dynamics.

In addition, the emergence of keywords such as covid-19, environmental uncertainty, and organizational resilience shows a shift in research focus towards contemporary issues that are disruptive. Although not as intense as the core topic, the presence of these keywords reflects efforts to expand the discourse of dynamic capabilities in responding to the context of global uncertainty and systemic crisis. This marks a paradigmatic development that emphasizes not only the internal efficiency of the organization, but also on the adaptive ability to deal with external pressures.

On the other hand, there are a number of keywords that are still rarely used and are located in dark areas, such as leadership, learning, absorptive capacity. Organizational change, and innovation performance. The low frequency of occurrence of these keywords suggests that these aspects have not been explored much within the framework of dynamic capabilities. In fact, conceptually, topics such as social capital, sustainable innovation, and the context of multinational organizations can be significant theoretical and practical development spaces. In

this context, there are promising research opportunities, especially for researchers from developing countries to fill the gaps in the literature by raising local or regional contexts that have not been widely accommodated in global studies.

CONCLUSION

Publication trends on dynamic capabilities over the past decade have shown significant growth, with 336 articles from 2014 to 2024 reflecting increasing academic interest and influence, especially marked by a surge in 2024. Leading journals such as Long Range Planning, Sustainability, and Business Strategy and the Environment have emphasized themes like digital transformation, sustainable innovation, and adaptive strategies. Keyword mapping reveals strong clusters around innovation, sustainability, strategic approaches, and performance assessment, but also highlights underexplored areas including leadership, learning, absorptive capacity, organizational change, and innovation performance. These gaps suggest opportunities for future research to focus on the roles of individuals, social networks, and institutional dynamics in shaping dynamic capabilities, offering richer theoretical and practical insights. While the bibliometric approach has effectively mapped trends and knowledge domains, its limitations—such as reliance on Scopus-only data and lack of deep qualitative analysis—indicate the need for future studies to incorporate diversified data sources and qualitative methods, resulting in more comprehensive and contextually grounded research that can inform academics, practitioners, and policymakers on enhancing organizational adaptive capabilities.

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