# Dynamic Capabilities Information Technology Enabler For Performance Organization

by Nuzulul Fatimah

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# Dynamic Capabilities Information Technology Enabler For Performance Organization

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### ABSTRACT

This study was conducted with the aim of determining various bibliometric characteristics of documents published in the Scopus database. The information starts from the type of access, year, author, subject area, document type, publication stage, source title, keyword, affiliation, funding sponsor, country, source type, and language. Dynamic Capabilities, Information Technology Enabler and Performance are defined as the use of information technology capabilities and information technology management processes between business units with the shared use of resources. Research on Dynamic Capabilities, Information Technology Enablers and Performance by providing a big picture that is visualized from year to year. This study aims to map reparch in the fields of Dynamic Capabilities, Information Technology Enablers and Performance with data from all international research publications. This study performs bibliometric methods and literature review and analyzes research data using Scopus services analyze search results and VOSviewer applications. The data obtained in this study amounted to 7 academic documents published from 2004 to 2020 globally. The results showed that the institutions and individual researchers at the global level who were the most productive in publications in the fields of Dynamic Capabilities, Information Technology Enabler and Performance were EBS Universität für Wirtschaft und Recht with 2 documents and the most researchers Knabke, T with 2 article documents. Most subject area is Computer Sicance (35.7%) with 5 documents. Then the most publications occurred in 2011 with 2 documents, and the most types of documents in this field were in the form of Conferences Papers (57.1%) or 4 documents. Most documents by country of study are German with 3 documents. And finally the number of documents based on the source year is Information Systems And E Business Management with 1 document.

Keyword: Information, Technology Enabler, Dynamic Capabilities, Performance, Bibliometric, Literature Review, Scopus, Analysis, dan VOSviewer

### INTRODUCTION

The role of education in the current era of globalization is very important and competition in the world of education in higher education is getting tougher today. Every university is required to have an added value in order to win the competition with other universities. The increasing public need for formal education, especially higher education, has made higher education a strategic sector which is expected to produce quality human resources. Education for the nation is a vehicle for building human resources towards a challenging globalization era. In this regard, it is very well aware that education is the foundation of a nation, therefore, educational activities cannot be ignored, especially in entering the third millennium. Engkos (2007) states that education is the most effective tool for transforming people, the impact of education in shaping the quality of humans is two or three times stronger than others, so its performance needs to be improved.

Previous research has confirmed that companies that have strong IT capabilities can accelerate decision making and respond quickly to changing market needs (Lu & Ramamurthy, 2011). In essence, the notion of IT capabilities emphasizes the ability to mobilize and deploy IT-based resources in combination with other organizations' resources and capabilities to support or enhance business strategies (Bharadwaj, 2000). Despite the strong appeal of the concept, there is a lack of consensus on how IT capabilities should be measured, and even more so, there is a limited understanding of what mechanisms it contributes to superior competitive performance (Kohli & Grover, 2008; Kim, Shin, Kim, & Lee., 2011). The operationalization of IT capabilities has been criticized for not explaining how incoming investment in IT benefits firms in a volatile and volatile environment (Wade & Hulland, 2004). A growing body of literature emphasizes the importance of adopting a dynamic approach and thus examining the processes by which IT adds value to firms operating under rapidly changing conditions (Kohli & Grover, 2008). Such a perspective would provide an avenue for renewing the relevance of IT, going beyond traditional interpretation in the context of RBV (Wade & Hulland, 2004),

Dynamic capability (DCV) has attracted a great deal of attention over the past decade among scholars as an extension of RBV and underscores the need to adapt and change in the face of changing market needs (Teece, Pisano, & Shuen, 1997). Several studies emphasize the need for better theoretical models that trace this path from IT investment to business value (c.f. Beath et al. 1994; Grabowski and Lee 1993; Lucas 1993; Markus and Soh 1993; Sambamurthy and Zmud 1994). For example, several recent studies have adopted a "process-oriented" view that examines the effects of IT on medium-sized business processes (Barua et al. 1995; Mooney et al. 1995; Soh and Markus 1995). Theoretical developments in process innovation and business process techniques (Davenport 1993; Hammer and Champy 1993) have provided additional support for process-oriented views that attempt to relate intermediate process variables to firm-level performance variables. A potential framework to add to the conceptual analysis of the effects of IT on firm performance is a resource-based view (RBV) of firms that links the organizational performance of firm-specific, rare, and difficult to replicate or replace organizational performance resources and skills (Barney 1986, 1991).

Adopting an IT resource-based perspective, the researchers argue that since investment in IT is easily duplicated by competitors, the investment at least provides a sustainable return. Rather, it is about how firms leverage their investments to create unique IT resources and skills that determine the overall effectiveness of the firm (Clemons 1986, 1991; Clemons and Row 1991; Mata et al. 1995). Thus, investments related to technology, IT resources and skills tend to spread heterogeneously across firms, leading to different IT usage patterns and effectiveness. However, only a limited number of studies have explored the IT resource-based view, and their analysis to date has been largely conceptual to shed light on the need for further reviewing and testing of information technology resource-based displays (cf. Jarvenpaa and Leidner 1998; Mata et al. 1995). Based on the background of the problems described (3) rlier, it can be seen how the bibliometric analysis and literature review in the fields of Dynamic Capabilities, Enabler Information Technology and Performance. Based on the formulation of the problem above, the purpose of this biblimetric study is to determine the visualization and mapping of publication

results in the Scopus database related to publication bibliometric information starting from the research year, author, research subject area, documentary type, publication stage, source title, keywords, Affiliation, funding Sponsor, Country, and source type which is the result of the Scopus database analysis.

### Literature review

### 1. Resources Base View

Resources Base View (RBV) RBV explains that company performance is a combination of tangible and intangible resources and company capabilities. These two factors will be the company's strength to gain and maintain its competitive advantage. Resources and capabilities are important for the company if these resources are able to increase efficiency and effectiveness in the company's functional activities so that it is possible to carry out activities that are better or cheaper than competitors. According to Stoel and Muhanna (2009) in the face of a business world that is always changing and full of competitive pressure in various innovative and imitative activities, companies always develop and maintain any capabilities including IT capabilities so that the company becomes superior to competitors.

### 2. Information Technology and Enabled Intangibles

A major contribution of resource-based theory is its explicit recognition of the intangible value of organizational resources. Some of the key organizational intangibles such as knowledge (Teece 1998), corporate culture (Barney 1991), corporate reputation (Vergin and Qoronfleh 1998), and environmental orientation (Russo and Fouts 1997) have been recognized as the main drivers of superior performance. In the context of corporate IT capabilities, a question of increasing importance for CIOs and other senior managers is "how can investment in technology create superior intangible resources for companies? "Whereas, according to a recent survey, very high effective IT users tend to pay more attention to intangible IT benefits such as improved customer service, improved product quality, increased market responsiveness, and better coordination of buyers and suppliers in evaluating IT systems (Brynjolfsson and Hitt 1997). The direct effect of IT on firm performance has long argued that firms only benefit from IT when they embed IT in ways that produce complementarity of valuable and sustainable resources (Clemons 1986, 1991; Clemons and Row 1991; Powell and Dent -Micallef 1997) IT is a resource that generates competitive value only when it makes use of or activates a firm's preexisting resources and skills.

### 3. Dynamic Capabilities

Information Technology Capability Zhang et al., (2008) define information technology capabilities as the company's ability to mobilize and deploy resources based on information technology in combination or in combination with other resources and capabilities. Meanwhile, Nakata et al., (2008) define IT capabilities as the ability of a computer system, a collection of computers and related technologies within an organization to store, process and convey information. Information technology capability is seen as something inherent in the company's routine processes and activities that allow the company to create value from its assets (Richardsonetal., 2003). In a business environment that is fast-paced and open to global competition, with spread across geographic sources and organizations of innovation and manufacturing, sustainable advantage requires more than ownership of assets that are difficult to replicate (knowledge). It also requires dynamic abilities that are unique and hard to replicate. This capability can be leveraged to continue to create, expand, enhance, protect, and remain relevant to the unique asset base of the company. For analytical purposes, dynamic capabilities are divided into; (1) to perceive and shape opportunities and threats, (2) to seize opportunities, and (3) to

maintain competitiveness through enhancement, merging, protection, and, if necessary, reconfiguring the tangible and tangible assets of business enterprises (Teece, 2007). The efforts here are not designed to be comprehensive, but to integrate the strategy and innovation literature and provide an umbrella framework that highlights the most important management capability needs for maintaining the evolutionary and ntrepreneurial fitness of business firms (Teece, 2007).

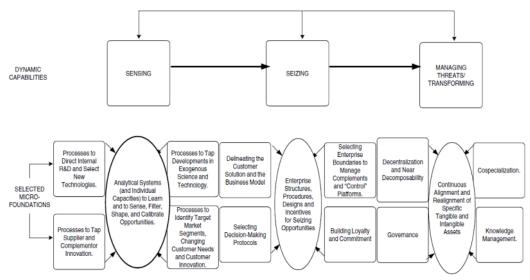


Figure 1. Microfoundation Dynamic Capability Source: Teece (2007)

Dynamic capabilities provide a theoretical perspective for analyzing the creation of new companies and the development and growth of existing ones. The dynamic capabilities perspective has become dominant in organizational strategic management. No agreement on what should happen is understood as a dynamic capability. Dynamic capability is the skill of a company restructuring its resources and routine which is considered as the main capability. The ability of companies to change and rebuild again in value creation will be observed in the utility acquired (Hernández, José G.V.; Bautista, Gabriela M; 2017).

To be able to have dynamic capabilities, according to Wang and Ahmed (2007) a company needs to have three capabilities, namely adaptive capability, absorptive capability, and innovative capability. Adaptive capability is the ability to identify and capitalize on opportunities that arise from the market. Adaptive capability is measured by the ability to respond to opportunities, monitor markets, customers and competitors, and allocate resources for marketing activities. Absorptive capability is defined as the ability to evaluate and use knowledge from outside the organization. Absorptive capability is measured from the intensity of research and development activities. The innovative capability is defined as the ability to develop new products or markets. Innovative capability is measured by the number of product or service innovations, process innovation, and new problem solutions.

### 4. Organizational Performance

The performance effects of dynamic capabilities have been suggested to be assessed using the concept of evolutionary fitness (Helfat et al., 2007). Dynamic capabilities that promote high evolutionary fitness allow firms to survive and grow in response to changing external

environments, including customer demands and corporate strategic priorities (Wilden et al., 2013). One of the main mechanisms through which the dynamic capabilities of its action are to be increased by increasing the speed, effectiveness and efficiency of the Joints operated by the company (Drnevich & Kriauciunas, 2011). This improved response speed, effectiveness, and efficiency in coping with environmental changes can positively affect competitive performance by enabling firms to take advantage of market capitalization and operational adjustments for cost reduction.

### **METHODS**

In the flow of Figure 2 below are the search mechanism and protocol for indexing journals such as Scopus and Google Scholar.

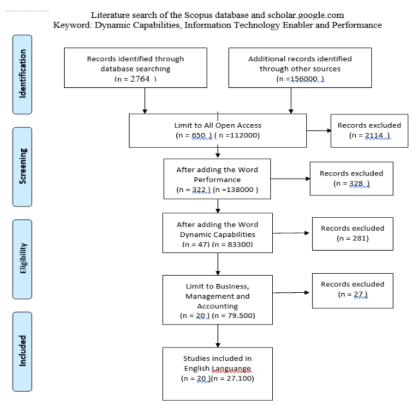


Figure 2. The Protocol Searching Literature in Scopus Database and Google Scholar

This study measures the status of publication paper in the fields of Dynamic Capabilities, Information Technology Enabler and Performance at the international level in the last 16 years. The research data was obtained from the Scopus database using the document search facility in December 2020. This study uses bibliometric and derature review capabilities, by displaying data visualization analysis and illustrations with the analyze search results feature available in the Scopus facility and coupled with the VOSViewer application. The VOSviewer tool can be used to display bibliometric network visualizations, such as network visualization between researchers, organizations, countries, affiliations, an increase in the number of studies, keywords, researcher

collaborations, trending research concepts, the most cited research, and rare research concepts. done.

In conducting the survey, it will identify ke words related to Dynamic Capabilities, Information Technology Enablers and Performance to search and identify related articles from international researchers globally in the Scopus database, and get 7 academic documents published from 2004 to 2020. Research limits data collection until 2020 without considering the year 2021 (exclude 2021) so that the annual data obtained describes the condition of the research in one whole year from January to December. The key command that is applied when mining data in Scopus is TITLE-ABSKEY (dynamic AND capabilities AND: AND enabler AND information AND technology AND for AND performance (ND) organization). This research employs a strategy type analysis and counting method such as type of analysis of co-authorship with unit of analysis of authors, Organization, Countries, and full counting method. This study also uses a type of analysis of co-occurrence with a unit of analysis of All keywords and a full and fractional counting method, then performs visualization based on network visualization, Visualization Overlay, and Density. Visualization to get a variety of information about the document network, besides that it also displays analysis based on the title and abstract of the document. The application used is VOSViewer to get a network of research concepts through keyword visualization.

### RESULT AND DISCUSSION

In the results and this discussion will explain all the results of data analysis by affiliation, country, subject area, field type, documents per year from sources, documents per year from fields and documents cited, co-events, author networks and various network visualizations in Dynamic studies Capabilities, Information Technology Enabler and Performance. The results of data analysis are based on documents with Academic Affiliation of the Study of Dynamic Capabilities, Information Technology Enablers and Performance. Figure 3 shows a list of research institutions in the publication Dynamic Capabilities, Information Technology Enabler and Performance. The first is EBS Universität für Wirtschaft und Recht and Universität Duisburg-Essen with 2 documents each. Then Universität Duisburg-Essen, University of Arkansas, Brigham Young University, Universidade do Porto, RMIT University, Seattle University, Università degli Studi di Pavia, Mohammed V University in Rabat, and Georgia Southern University with 1 document each.

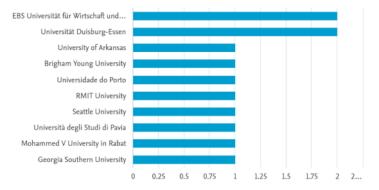


Figure. 3. Affiliation Number of ITR Per Year

The Table 1. the affiliation document shows that the highest affiliation is at EBS Universität für Wirtschaft und Recht and Universität Duisburg-Essen. Then followed by the University of Arkansas and so on.

Table 1. Affiliation Document Analysis

	Tueste 111 Illiniation 2 deciment 1 Illing 5.5			
No	Affiliation	Number of		
		Documents		
1	EBS Universität für Wirtschaft und Recht	2		
2	Universität Duisburg-Essen	2		
3	University of Arkansas	1		
4	Brigham Young University	1		
5	Universidade do Porto	1		
6	RMIT University	1		
7	Seattle University	1		
8	Università degli Studi di Pavia	1		
9	Mohammed V University in Rabat	1		
10	Georgia Southern University	1		

The results of document data analysis based on the Author of the Study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 4 shows the authors who have the greatest contribution in publishing in the fields of Dynamic Capabilities, Information Technology Enablers and Performance. The authors with the most publications in the fields of Dynamic Capabilities, Information Technology Enablers and Performance are Knabke, T. and Olbrich, S. with 2 documents each. Then followed by Allred, C. and Fawcett, A.M and Fawcett, S.E. and Gonçalves, G. and Guimarães, D. and Magnan, G.M. and Manouar, A.E. and Marhraoui, M.A. with 1 document each.

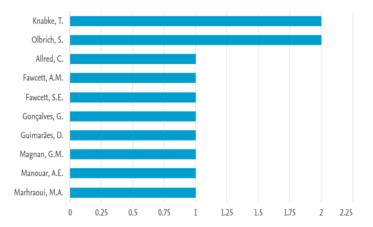


Figure. 4. Most Individual Authors of ITR Publication

The Table 2, the author network document shows that the highest number of documents is the author Knabke, T. and Olbrich, S. with 2 documents each. Then followed by Allred, C. and Fawcett, A.M and Fawcett, S.E. and Gonçalves, G. and Guimarães, D. and Magnan, G.M. and Manouar, A.E. and Marhraoui, M.A.

Table 2. Analysis of Author Documents

No	Author	Number of
		Documents
1	Knabke, T.	2
2	Olbrich, S.	2
3	Allred, C.	1
4	Fawcett, A.M.	1
5	Fawcett, S.E.	1
6	Gonçalves, G.	1
7	Guimarães, D.	1
8	Magnan, G.M.	1
9	Manouar, A.E.	1
10	Marhraoui, M.A.	1

The results of document data analysis based on country from the study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 5 shows the countries that have the largest contribution in publishing in the fields of Dynamic Capabilities, Information Technology Enabler and Performance, namely Germany with 3 documents, followed by Autralia and Italy and Morocco and Portugal and the United State with 1 document each.

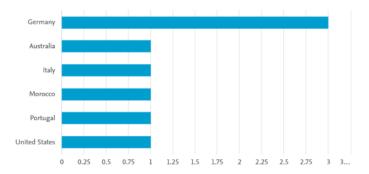


Figure 5. Country Number of ITR Per Year

The Table 3 shows the countries that have the largest contribution in publishing in the fields of Dynamic Capabilities, Information Technology Enabler and Performance, namely Germany, followed by Australia and Italy and Morocco and Portugal and the United State.

Table 3. Document analysis between countries network

No	Negara	Number of	
		Documents	
1	German	3	
2	Australia	1	
3	Italy	1	
4	Morocco	1	
5	Portugal	1	
6	United State	1	

The results of document data analysis based on subject areas from the study of Dynamic Capabilities, Information Technology Enablers and Performance. Figure 6 shows visualization. The most intensive field of study in the publication of Dynamic Capabilities, Information Technology Enabler and Performance is Computer Science (35.7%). Then for Business, Management and Accounting and Economics, Econometrics and Finance and Engineering and Health Professions and Mathematics and Medicine and Nursing and Physics and Astronomy and Social Sciences (7.1%).

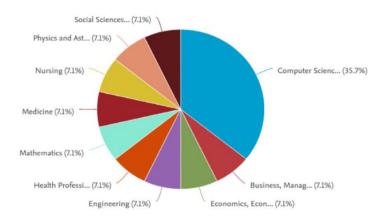


Figure. 6. Most Frequency of ITR Publication by Subject Area

The Table 4 shows the visualization of the most intensive field of study in the publication of the fields of Dynamic Capabilities, Information Technology Enabler and Performance is Computer Science with 5 documents. Then for Business, Management and Accounting and Economics, Econometrics and Finance and Engineering and Health Professions and Mathematics and Medicine and Nursing and Physics and Astronomy and Social Sciences with 1 document each

Table 4. Ana	lvsis of	Subject A	Area I	Documents

No	Subject Area	Number of
	-	Documents
1	Computer Science	5
2	Business, Management and Accounting	1
3	Economics, Econometrics and Finance	1
4	Engineering	1
5	Health Professions	1
6	Economics, Econometrics and Finance	1
7	Mathematics	1
8	Medicine	1
9	Nursing	1
10	Physics and Astronomy	1
11	Social Sciences	1

The results of data analysis based on document types from the Study of Dynamic Capabilities, Information Technology Enabler and Performance. Figur 7 shows the visualization of the document types that are most frequently published in Dynamic Capabilities, Information Technology Enabler and Performance publications are Conference Papers (57.1%) with 4 documents. Then Article (28.6%) with 2 documents. And followed by Review (14.3%) with 1 document.

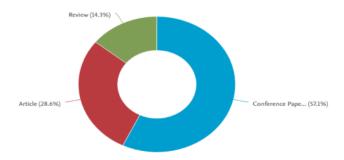


Figure. 7. Most Frequent Type Document of ITR Publication

The Table 5. the document type network document shows that the highest number of documents is in the Conference Paper document type. Then Article and followed by Review.

Table 5. Analysis of Document Types

No	Document type	Number of
		Documents
1	Conference Paper	4
2	Article	2
3	Review	1

The results of document data analysis per year are based on sources from the Study of Dynamic Capabilities, Information Technology Enablers and Performance. Figure 8 shows a visualization in the number of documents per year based on sources in international publications in the Dynamic Capabilities, Information Technology Enabler and Performance are Information Systems and E Business Management and Journal Of Knowledge Management and Journal Of Supply Chain Management and Journal Of Theoretical And Applied Information Technology and Methods Of Information In Medicine with 1 document each.



Figure. 8. Number of Documents Per Year Based on Sources of the ITR Publication

The Table 6.Analysis of Publication documents per year per source shows that all the number of documents is the same, including Information Systems and E Business Management and Journal Of Knowledge Management and Journal Of Supply Chain Management and Journal Of Theoretical And Applied Information Technology and Methods Of Information In Medicine.

Table 6. Analysis of	publication documents	per year per sources
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No	Publications per year per sources	Number of
		Documents
1	Information Systems And E Business Management	1
2	Journal Of Knowledge Management	1
3	Journal Of Supply Chain Management	1
4	Journal Of Theoretical And Applied Information	1
	Technology	
5	Methods Of Information In Medicine	1

The results of data analysis of the Annual Document from the Study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 9 shows a visualization of the number of academic document publications on Dynamic Capabilities, Information Technology Enablers and Performance has fluctuated every year, the highest publication peak was in 2011 with 2 documents and decreased in 2015, 2016, 2013 and 2018 with 1 document. And down again in 2012, 2013 and 2014 with 0 documents. Research on Dynamic Capabilities, Information Technology Enablers and Performance has been started since 2004. The number of international publications on Dynamic Capabilities, Information Technology Enablers and Performance will be an increasing trend that fluctuates every year. It is also possible that in 2021 there will be an increase in research on Dynamic Capabilities, Information Technology Enablers and Performance.

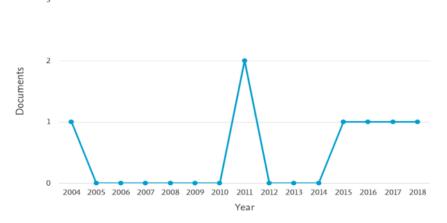


Figure. 9. Number of Documents Publication Per Year

The Table 7. Documents Analysis Documents Per Year shows that the highest number of documents was in 2011, followed by 2018, 2017, 2016 and 2015 and the lowest in 2012, 2013 and 2014.

Table 7. Document Analysis Per Year

Table 7. Document Analysis Fer Fear				
No	Publications Per	Number of		
	Year	Documents		
1	2018	1		
2	2017	1		
3	2016	1		
4	2015	1		
5	2014	0		
6	2013	0		
7	2012	0		
8	2011	2		
9	2004	1		

The results of data analysis with citation visualization based on the authors of the Study of Dynamic Capabilities, Information Technology Enabler and Performance Using the VOSViewer pplication. Figure 10 shows the visualization in international publications in the fields of aynamic Capabilities, Information Technology Enabler and Performance, which is the most cited as a form of academic impact is the work of Fawcett, SE (2011) with 208 citation and followed by Stefanelli M (2004) with 51 citation. Then Neto L (2015) with 7 citation. After that Knabke, T. (2016) and Paschke (2011) with 1 citation each.

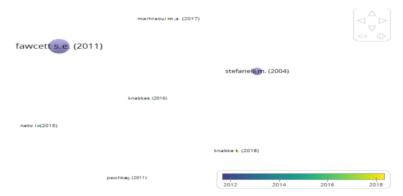


Figure 10. Document based citations

The Table 8 shows the visualization in international publications in the fields of Dynamic Capabilities, Information Technology Enabler and Performance, the highest is Fawcett, S.E (2011) and followed by Stefanelli M (2004). Then Neto L (2015). After that Knabke, T. (2016) and Paschke (2011).

Table 8. Citation based on Documents

Selected	Document	Citations	Links 🗸
<b></b>	fawcett s.e. (2011)	208	
<b>√</b>	stefanelli m. (2004)	51	
$\checkmark$	neto I. (2015)	7	
<b>√</b>	knabke t. (2018)	3	
<b></b>	marhraoui m.a. (2017)	3	
<b>⋖</b>	knabke t. (2016)	1	
<b>V</b>	paschke j. (2011)	1	

The results of data analysis with citation visualization based on the Sources of the Study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 11 explains the citation of the most used articles based on international journal sources such as the journal of supply chain management with 208 citations, and methods of information in medicine with 51 citations, and proceedings - 2015 ieee international conference on industrial informatics with 7 citations and information systems and e-business management with 3 citations and journal of theoretical and applied information technology with 3 citations and 17th American conference on information systems 2011 with 1 citation and Pacific Asia conference on information systems with 1 citation.

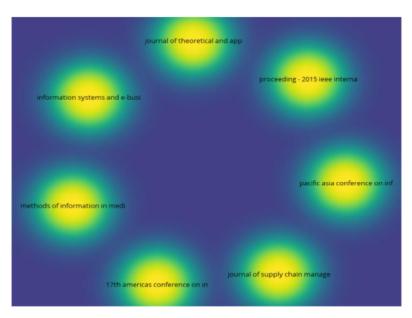


Figure 11. Citation based on Sources

The Table 9 describes the most widely used article citations based on international journal sources such as journals of supply chain management and methods of information in medicine and proceedings - 2015 ieee international conference on industrial informatics and information systems and e-business management and journals of theoretical and applied Information Technology and 17th America Conference on Information Systems 2011 and Pacific Asia Conference on Information Systems.

Selected	Source	Documents	Citations 🗸	Total link strength
<b>⋖</b>	journal of supply chain management	1	208	0
V	methods of information in medicine	1	51	0
V	proceeding - 2015 ieee internationa	1	7	0
<b>√</b>	information systems and e-busines	1	3	0
$\checkmark$	journal of theoretical and applied in	1	3	0
V	17th americas conference on infor	1	1	0
<b>V</b>	pacific asia conference on informat	1	1	0

Table 9. Citation based on Sources

The results of the data visualization analysis of collaboration between Author and Dynamic Capabilities, Information Technology Enabler and Performance studies. Figure 12 shows a visualization that there are 5 groups of construction patterns in the author's collaborative network in the study of Dynamic Capabilities, Information Technology Enabler and Performance which are compiled with the VOSViewer application. The minimum criterion for the number of documents per author is 1 document and the minimum number of citations from the author is 0 documents. Thus, out of 16 authors it a yas found that there were 5 groups of collaboration patterns between researchers in the study of Dynamic Capabilities, Information Technology Enabler and Performance as shown in Figure 12. Authors who have research include Allred c, with 1 document and 4 links. Then fawcett a.m., with 1 document and 4 links and the others are fawcett s.e and magnan g.m and wallin c. with 1 document and 4 links each. Another group is gonçalves g. and guimarães d. 1 document and 3 links each. then there is the manouar a.e. and marhraoui m.a. and a molla. each with 1 document and 1 link.

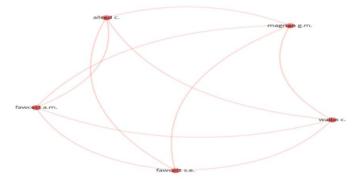


Figure 12. Network between Author

The Table 10 shows a visualization that the highest author networks are Allred c, and fawcett a.m., fawcett s.e and magnan g.m and wallin c. then another group there are gonçalves g. and guimarães d. then there is the manouar a.e. and marhraoui m.a. and a molla. etc.

Selected	Author	Documents	Citations	Total link v
<b></b>	allred c.	1	208	4
<b>⋖</b>	fawcett a.m.	1	208	4
$\checkmark$	fawcett s.e.	1	208	4
<b>⋖</b>	magnan g.m.	1	208	4
$\checkmark$	wallin c.	1	208	4
$\checkmark$	gonçalves g.	1	7	
<b>A</b>	guimarães d.	1	7	
$\checkmark$	neto I.	1	7	
$\checkmark$	reis j.	1	7	
<b>√</b>	knabke t.	2	4	
<b>⋖</b>	olbrich s.	2	4	
<b>⋖</b>	manouar a.e.	1	3	
<b>⋖</b>	marhraoui m.a.	1	3	
<b>√</b>	molla a.	1	1	1
<b>⋖</b>	paschke j.	1	1	1
<b>√</b>	stefanelli m.	1	51	(

Table 10. Network between Author

The results of the analysis of negyork visualization data for collaborative authors between countries each year with the study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 13 shows a visualization that there is a writer collaboration network between countries which is dominated by Germany with 3 documents and 1 link, Australia with 1 document and 1 link. United States and Italy and Morocco and Portugal with 1 document each.



Figure 13. Author Network between Countries

The Table 11 shows a visualization that there are writers' collaborative networks between countries that are dominated by Germany, Australia. Then the United States and Italy and Morocco and Portugal.

Selected	Country	Documents <b>∨</b>	Citations	Total link strength
⋖	germany	3	5	
⋖	united states	1	208	
V	italy	1	51	
⋖	portugal	1	7	
⋖	morocco	1	3	
<b>V</b>	australia	1	1	

Table 11. Author Network between Countries

The results of data analysis visualization of research development based on titles and abstracts with the theme map for the study of Dynamic Capabilities, Information Technology Enablers and Performance. Figure 14 shows a visualization of the development of research with a search method based on titles and abstracts obtained with the most documents related to the titles of knowledge, framework, Firm, Enabler, investment, information technology, adaptation, value, hco, method, service, characteristics and knowledge management, process, order, class, dynamic capabilities, focus, bi assets, business, challenge, paper, order, concept, and intelligence.

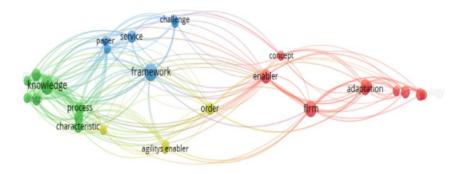


Figure 14. Title and Abstract Visualization

The Table 12 shows a visualization of the development of research with the search method based on titles and abstracts that are obtained with the most documents related to knowledge titles with 6 occurrences, framework 6 occurrences, Firm 5 occurrences, Enabler 4 occurrences, investment and information technology, and adaptations. and values, and hco, and methods, and services, and characteristic and knowledge management, and processes, and orders, each with 3 occurrences, then class, and dynamic capabilities, and focus, and bi assets, and business, and Challenge, and paper, and concept, and intelligence, each with 2 occurrences.

Table 12. Title and Abstract Network

Selected	Term	Occurrences >	Relevance
$\checkmark$	knowledge	6	0.37
<b>√</b>	framework	6	0.29
$\checkmark$	firm	5	0.54
$\checkmark$	enabler	4	0.26
$\checkmark$	investment	3	1.31
<b>√</b>	information technology	3	1.15
<b></b>	adaptation	3	0.96
<b>√</b>	value	3	0.96
<b>⋖</b>	hco	3	0.37
<b>√</b>	method	3	0.37
<b>⋖</b>	service	3	0.33
<b>√</b>	characteristic	3	0.32
⋖	knowledge management	3	0.32
<b>√</b>	process	3	0.32
<b>⋖</b>	order	3	0.23
<b>√</b>	class	2	2.05
<b>⋖</b>	dynamic capability perspective	2	2.05
<b>√</b>	focus	2	2.05
<b>⋖</b>	bi asset	2	2.05
<b>√</b>	business intelligence	2	2.05
<b>√</b>	business intelligence agility	2	2.05

The results of the data analysis visualization of the development of titles and abstracts in each year the Theme Map for the Study of Dynamic Capabilities, Information Technology Enabler and Performance. Figure 15 shows a visualization of the development of research with the search method based on titles and abstracts obtained with the latest title documents from 2016 to 2014 such as knowledge, framework, firm, enabler, investment, information technology, value, hco, method, service, characteristic and knowledge management, process, order, class, dynamic capabilities, focus, bi assets, business, challenge, paper, order, concept, and intelligence and adaptation.

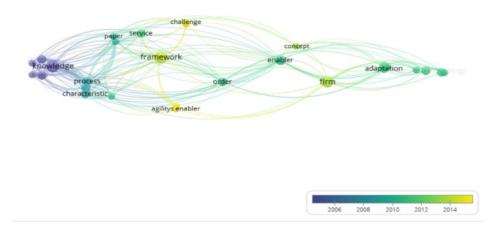


Figure 15. Visualization of Title and Abstract each year

The results of data analysis visualization of the development of events are many researches on the theme of Dynamic Capabilities Studies, Information Technology Enabler and Performance Studies. Figure 16 shows a visualization of the development of the number of research incidents with a co-occurrence based search method with all keyword analysis units. The results are obtained with research documents on Commerce, Information Systems, competition, agility, business intelligence, dynamic capabilities, computer aidid manufacturing and computer architecture., computer software, context, digital storage, distribution storage and information sciences, information service, manufacturing and monitoring.

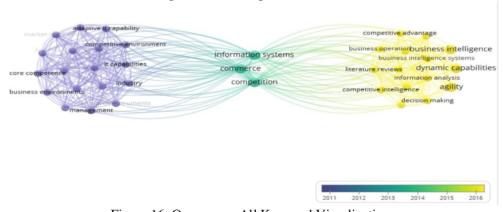


Figure 16. Occurrance All Keyword Visualization

The Table 13 shows a visualization of the development of the number of research occurrences with a co-occurrence based search method with the all keyword analysis unit. The results are obtained with research documents on Commerce, Information System, competition each with 2 occurrances and 37 links, then agility, business intelligence, dynamic capabilities with 2 occurrances and 19 links each, followed by computer aidid manufacturing and computer architecture, computer software, context, digital storage, distribution storage and information sciences, information service, manufacturing and monitoring with 1 co-occurrence and 26 links each.

Table 13. Co-Occurance All Keyword Network

Selected	Keyword	Occurrences 🗸	Total link strength
<b></b>	commerce	2	37
<b>√</b>	competition	2	37
<b>⋖</b>	information systems	2	37
<b>√</b>	agility	2	19
<b>⋖</b>	business intelligence	2	19
⋖	dynamic capabilities	2	19
⋖	computer aided manufacturing	1	26
<b>√</b>	computer architecture	1	26
$\checkmark$	computer software	1	26
$\checkmark$	context	1	26
$\checkmark$	delay tolerant	1	26
$\checkmark$	delay tolerant networks	1	26
$\checkmark$	digital storage	1	26
V	distributed storage	1	26
<b>⋖</b>	information science	1	26
$\checkmark$	information services	1	26
<b>⋖</b>	intelligent manufacturing	1	26
<b>⋖</b>	manufacture	1	26
<b>√</b>	manufacturing systems	1	26
V	monitoring	1	26

The results of the analysis of the Bibliometric Coupling data visualization with the Dynamic Capabilities Study Theme Map Document Analysis Unit, Information Technology Enabler and Performance. Figure 17 shows that the Bibliometric Coupling visualization with the Document Analysis Unit is obtained with research documents from the author Fawcett (2011) and Knabke, T. (2018) then Paschke (2011) and Marhraoui m.a. (2017).

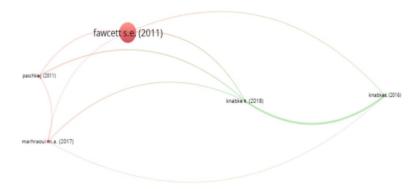


Figure 17. Bibliometric Couplings and Document Units

The results of the Co Citation visualization analysis with the Cited References analysis unit, Theme Map for Dynamic Capabilities, Information Technology Enabler and Performance Studies. Whereas in Figure 18 shows the Co Citation Visualization with the Cited References analysis unit, the results are obtained with research documents about from knabke, t., Olbrich, s., Exploring the future shape of business intelligence: mapping dynamic capabilities of information systems to business intelligence agility (2015) proceedings of the 2015 americas conference on information systems, dan barney, j., Firm resources and sustained competitive advantage (1991) journal of management, and abbasi, a., Chen, h., Cybergate: a system and design framework for text analysis of computer-mediated communication, and aghina, w., de smet, a., weerda, k., agility: it rhymes with stability (2016) mckinsey quarterly.

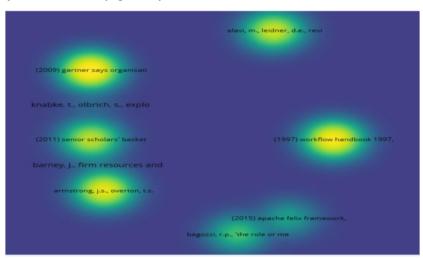


Figure. 18. Co-Citation and Cited References Visualization

Table 14. Co Citation and Cited References Network

Selected	Cited reference	Citations	Total link  strength	
⋖	knabke, t., olbrich, s., exploring the future shape	2	222	0
<b>√</b>	barney, j., firm resources and sustained competiti	2	179	
<b></b>	(2009) gartner says organisations can save more t	1	146	
<b>√</b>	(2011) senior scholars' basket of journals, , http://	1	146	
<b></b>	(2013) gartner says in-memory computing is raci	1	146	
<b>√</b>	(2014) analytics pays back \$13.01 for every dollar s	1	146	
<b>⋖</b>	(2015) in-memory computing market by compon	1	146	
<b>V</b>	(2016) gartner says worldwide business intelligenc	1	146	
<b>⋖</b>	abbasi, a., chen, h., cybergate: a system and desig	1	146	
<b>√</b>	aghina, w., de smet, a., weerda, k., agility: it rhym	1	146	
<b>⋖</b>	aguirre-urreta, m., ronkko, m., sample size deter	1	146	
<b>√</b>	akter, s., d'ambra, j., ray, p., an evaluation of pls b	1	146	
<b></b>	aral, s., weill, p., it assets, organizational capabiliti	1	146	
<b>√</b>	baars, h., felden, c., gluchowski, p., hilbert, a., ke	1	146	
<b>⋖</b>	baars, h., hutter, h., a framework for identifying a	1	146	
<b>V</b>	baars, h., kemper, h., management support with s	1	146	
<b></b>	bagozzi, r.p., yi, y., phillips, l.w., assessing constru	1	146	
<b>√</b>	banker, r.d., bardhan, i.r., chang, h., lin, s., plant in	1	146	
<b></b>	barney, j., firm resources and sustained competiti	1	146	
<b>V</b>	beatty, p., herrmann, d., puskar, c., kerwin, j., don'	1	146	

The Table 14, the visualization of co-citation with the Cited References analysis unit is obtained with research documents about knabke, t., Olbrich, s., Exploring the future shape of business intelligence: mapping dynamic capabilities of information systems to business intelligence agility (2015) proceedings of the 2015 America conference on information systems, with 2 citations and 222 links and then Barney, j., firm resources and sustained competitive advantage (1991) journal of management with 2 citations and 179 links. then abbasi, a., chen, h., cybergate: a system and design framework for text analysis of computer-mediated communication, and aghina, w., de smet, a., weerda, k., agility: it rhymes with stability (2016) Mckinsey Quarterly with 1 citation and 146 links.

### Framework Concept Design Result

### 1. A Resource-Based View of IT and Firm Performance

Rooted in the management strategy literature, the resource-based view of firms holds that firms compete on the basis of "unique" firms that are valuable, scarce, difficult to imitate, and cannot be replaced by other resources (Barney 1991; Conner 1991; Schulze 1992). The resource-based theory operates under the assumption that the resources needed to conceive, select, and implement strategies are distributed heterogeneously across firms and that this unequivocal difference remains stable over time (Barney 1991). Resources tend to survive imitation competition when protected by isolating mechanisms (Rumelt 1984) such as time compression diseconomies, historical uniqueness, embedded and causal ambiguity2 (Barney 1991; Dierickx and Cool 1989; Peteraf 1993).

### 2. Information Technology and the Resource-Based View

Adopting a resource-based perspective, information systems researchers have identified a variety of IT-related resources that serve as potential sources of competitive advantage. For example, Mata et al. (1995) argue that managerial IT skills are rare and firm-specific and therefore tend to serve as a source of sustainable competitive advantage. Along with competent IT skills (human IT assets), Ross et al. (1996) show that the reusable technology base (technical assets) and the strong partnership relationship between the firm's IT and business unit management (asset relationships) affect a firm's ability to apply IT for strategic objectives. Likewise in the Japanese case study Airline's competitive position, Chatfield and Bjørn-Andersen (1997) describe the flight between the system organization (physical capital resources) and its people (human resources) as the main source of business growth and increasing competitiveness. Extending the traditional notion of organizational capabilities to corporate IT functions, corporate IT capabilities are here defined as their ability to mobilize and deploy IT-based resources in combination or present with other resources and capabilities..

Adopting the Grant classification scheme for resources, major IT-based resources are classified in the following order: (1) tangible resources consist of physical IT infrastructure components, (2) human IT resources consisting of technical and managerial IT skills, and (3) ) intangible IT-capable resources such as knowledge assets, customer orientation, and synergy. The notion of IT as an organizational capability is well illustrated by the National Provident Bank of Philadelphia. When a major competitor announces a free inspection service, Provident can immediately announce a similar service to its customers, based on IS management assurance that the required application will be implemented before the next billing cycle (Duncan 1995). Providing such a guarantee means that the Provider has (1) the flexibility of the IT Infrastructure where new applications can launch in a very short time; (2) competent IT skills base that enables them to

envision the strategic benefits of fighting a competitor's strategy and provide important applications in it one billing cycle; and finally (3) strong customer orientation, an intangible organizational resource, made possible by the strength of their IT infrastructure and IT. skill base. The file identifies IT as an organizational capability created by the interaction of IT infrastructure, and human IT resources, and an intangible supporting IT resource is described. The hypothesis explains the relationship of a company's IT capabilities to organizational performance.

### 3. Information Technology Capability and Firm Performance

In short, the IT resource-based view suggests that companies can and do differentiate themselves based on their IT resources. The company's IT infrastructure, its human IT skills, and the ability to leverage IT to serve intangible benefits as enterprise-specific resources, combine to create enterprise-wide IT capabilities. Whereas each individual IT resource is complex to acquire and difficult to replicate, companies that achieve competitive advantage through IT are also learning to effectively combine their IT resources to create overall IT capabilities. For example, flexible IT infrastructure when combined with strong people. IT skills to be a strong organization. Likewise, companies that successfully employ a technology base and human IT skills can develop intangibles that support IT such as customer orientation, synergy, and knowledge-superior organizations. Knowledge of the productive application of IT and the manner in which individual IT resources are used must be combined in making superior applications integrated within the organization in every form of routine (Nelson and Winter 1982). The company succeeded in creating superior and competitive IT capabilities in turn enjoying the performance to increase the company's revenue and decrease the company's costs.

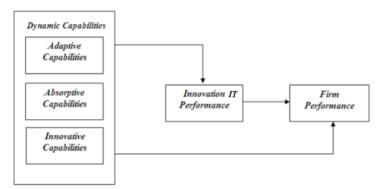


Figure 19. Organizational Ability in Dynamic Capability to achieve Performance

To be able to have dynamic capabilities, according to Wang and Ahmed (2007) a company needs to have three capabilities, namely adaptive capability, absorptive capability, and innovative capability. Adaptive capability is the ability to identify and capitalize on opportunities that arise from the market. Adaptive capability is measured by the ability to respond to opportunities, monitor markets, customers and competitors, and allocate resources for marketing activities. Absorptive capability is defined as the ability to evaluate and use knowledge from outside the organization. Absorptive capability is measured from the intensity of research and development activities. The innovative capability is defined as the ability to develop new products or markets. Innovative capability is measured by the number of product or service innovations, process innovation, and new problem solutions.

### 1 CONCLUSION

The results of this study indicate at there is a map and an increasing trend of the number of international research in the field of "Dynamic Capabilities, Information Technology Enabler and Performance" based on the results of Bibliometric data analysis and literature reviews that have been processed, it can be concluded that the number of studies is 7 academic documents, published from 2004 to 2020 globally. The results showed that the institutions and individual researchers at the global level who were the most productive in publications in the fields of Dynamic Capabilities, Information Technology Enabler and Performance were EBS Universität für Wirtschaft und Recht with 2 documents and the most researchers Knabke, T with 2 article documents. Most subject area is Computer Sicance (35.7%) with 5 documents. Then the most publications occurred in 2011 with 2 documents, and the most types of documents in this field were in the form of Conferences Papers (57.1%) or 4 documents. Most documents by country of study are German with 3 documents. And finally the number of documents based on the source year is Information Systems And E Business Management with 1 document.

### **IMPLICATIONS**

In terms of contributing implications for knowledge, this study proposes a convergence axis classification consisting of Publications in the fields of Dynamic Capabilities, Information Technology Enablers and Performance. to characterize the pool of knowledge generated from each decade of literature. As practical implications, identify key theme in the areas of Dynamic Capabilities, Information Technology Enablers and Performance. leads to understanding the development of studies to understand the general topic and context, as well as research gaps. With all this, new studies can be directed towards overcoming the lack of study and advancing knowledge in the field. The most researched themes also demonstrate the contribution of research in the areas of Dynamic Capabilities, Information Technology Enablers and Performance. for innovation, technology and information, management, and performance.

### RECOMMENDATION

The researcher suggests the next researchers to analyze the benefits, contributions and test the effects of applying Dynamic Capabilities, Information Technology Enabler and Performance by measuring literature with a combination of data obtained from Scopus, Google Scholar, Science Direct & Thompson at Airlangga University, Surabaya. We would like to thank you Thanks to all those who have helped and contributed to the completion of this bibliometric literature review.

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