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The Development of Dimensions Dynamic Capabilities

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Abstract

The purpose of this paper to determine the development of the concept of dynamic capabilities dimension published in indexed journals from 1992 - 2013. And the new construct to generate dynamic capability dimension.

Formulation of the problem this paper analyzes the concept of dynamic capabilities dimensions to generate the dimensions of the concept. Study of dynamic capabilities is done by identifying the dimensions of dynamic capabilities.

The approach used to assess this literature is to compare the concept of dynamic capabilities of 20 (twenty) experts who have been tested in the study.

Implications to be derived from this analysis is the dimension dynamic capability oriented compared to the company's internal discussions over the internal and external to the company to produce a new construct the dimensional dynamic capabilities.

The original contribution of this paper will generate a new construct of the dimensions of dynamic capabilities.

Keywords: Dynamic Capabilities, Dimensions, and New Constructs.

Background

Review of the literature on the concept of dynamic capabilities dimension has been done by many experts such as:

- Leonard-Barton, (1992, Core Capabilities and Core Rigidities: A Paradox in Managing New Product),
- Teece; Pisano; Shuen (1997, Dynamic Capabilities and Strategic Management),
- Eisenhardt and Martin (2000, Dynamic Capabilities What Are They?),

- Makadok, (2001, Toward a synthesis of The Resource Based and Dynamic Capability of views Rent Creation),
- Zollo and Winter (2002, Deliberate learning and the evolution of Dynamic Capabilities),
- Helfat, C. E. and M. Peteraf (2003, The dynamic resource-based view: capability Lifecycles),
- Winter, S. (2003, Understanding dynamic capabilities),
- Bowman and Ambrosini, (2003, How the resource-based and the dynamic capability views of the firm inform competitive and corporate level strategy),
- Katila, (2005, when does lack of resources makes new firms innovative?),
- Helfat, C. E. and M. Peteraf (2007, Understanding dynamic capabilities: progress along a developmental path),
- Zahra et al, 2006, Entrepreneurship and dynamic capabilities: a review, model and research agenda),
- Wang and Ahmed (2007, Dynamic Capabilities: A Review and Research),
- Jia-Jeng Hou, (2008, Toward a Research Model of Market Orientation),
- Ambrosini & Bowman, (2009, From resource base to dynamic capabilities : an investigation of new firms),
- Jeroen Kraaijenbrink, J.-C. Spender and Aard J. Groen (2010, The Resource-Based View: A Review and Assessment of Its Critiques),
- Landroguez, Castro and Cepeda-Carrio´n (2011, Creating dynamic capabilities to increase customer value),
- Protogerou et al (2011, Dynamic Capabilities and Their Indirect Impact on Firm Performance),
- David Atkinson (2013, Dynamic capabilities: implications for marketing strategy formulation and implementation),

Ambrosini Bowman & Collier, 2009 has been reviewing the concept of dynamic capabilities of some experts such as: (Eisenhardt and Martin, 2000, Teece et al., 1997, Barney, 1986, 1991; Wernerfelt, 1984) which states that the development of dynamic capabilities have evolved from resource-based view (resource Based View) from the company. They agree with Barney, (1991) which states that that "simultaneous RBV valuable, scarce resources, inimitable and non-substitutable can be a source of superior performance, and may enable the company to achieve a sustainable competitive advantage."

In the study Silvia Martelo Landroguez (2011), Carmen Barroso Castro and Gabriel Cepeda-Carrión company-specific capabilities and resources of the company as a source of competitive advantage (Teece et al., 1997). Resource-based view (RBV) was developed by

Barney (1991), Peteraf (1993) and Wernerfelt (1984) and developed by Helfat and Peteraf (2003) and Mahoney and Pandian (1992), among others. The essence of the RBV is an emphasis on resources and capabilities as the origin of competitive advantage. As a result, the dynamic capability is now regarded as an extension of RBV (Ambrosini and Bowman, 2009; Ambrosini et al, 2009 .; Barreto, 2010; Bowman and Ambrosini, 2003; Daniel and Wilson, 2003; Easterby-Smith and Prieto, 2008; Macher and Mowery, 2009). Dynamic capabilities have added value to the argument RBV because they change what is essentially a static view into one that includes a competitive advantage in a dynamic context (Ambrosini et al)

With the resources referred to anything that could be considered as the strength or weakness of a given company. Formally, the company's resources at a given time can be defined as those (Tangible and intangible) assets semipermanently tied to the company (see Caves, 1980).

Dynamic capability is antecedent-organizational and strategic routines where managers change their resource base and spill-acquired resources, integrating them together, and recombine them-to produce new value creation strategies (Grant, 1996; Pisano, 1994).

High performance is explained primarily by the strength of corporate resources, and not by the strength of the market positions expressed by (Rumelt, 1984; Wernerfelt, 1984). This only later that the resource-based view has gained more importance, because Prahalad and Hamel (1990) states; link between firmly emphasizes core competencies and competitiveness in research (Stephane Gagnon, 1999, P.2)
According to Eisenhardt and Martin, (2000, P. 2) Manipulation of knowledge resources, in particular, is very important in such markets (Grant, 1996; Kogut, 1996).

Based on the concept dynamic capabilities dimensional are all based on the resources of the company. Therefore, this paper focuses on generating new construct of the dimensions of dynamic capabilities, which is based on the resources owned by the company. For that this paper uses the method of comparing the concept of dynamic capabilities have been studied by the experts mentioned above in order to generate a new construct of the concept of dynamic capability dimension.

Literature Review

The concept of Dynamic Capabilities:

Here are some definitions of the concept of dynamic capabilities of the experts:

Leonard-Barton, (1992, p.111), “Dynamic capabilities as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.”

Teece; Gary Pisano; Amy Shuen (1997,p504), “Dynamic capabilities is to identify the foundations upon which distinctive and difficult-to-replicate advantages can be built, maintained, and enhanced.”

Teece *et al*., (1997, p. 515), Dynamic capabilities have been defined as “the capacity to renew competencies so as to achieve congruence with the changing business environment” by “adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies."

Eisenhardt and Martin (2000,p.1105), “the firm’s processes that use resources – specifically the processes to integrate, reconfigure, gain and release resources – to match and even create market change,” and “… the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die.”

Makadok, (2001, p.387), ”dynamic capabilities are developed and embedded within the firm as they progress through time, via the accumulation of experience and specific investments.”

Zollo and Winter (2002, p. 340), “define dynamic capability as a collective activity, arguing that adapting in a disjointed way is not a demonstration of dynamic capability.”

Winter, S. (2003, p.991), ”dynamic capabilities is an essential requirement for any firm to continue having a resource base which allows them to earn a living Bowman and Ambrosini, (2003, p.289),” Kemampuan dinamis yang didalilkan terdiri dari empat proses utama: rekonfigurasi, leveraging, pembelajaran dan proses integrasi.”

Helfat, C. E. and M. Peteraf (2003, p. 997) “ Dynamic capabilities as a capability not only need to change the resource base, but also needs to be embedded in the company, and in the end can be repeated.”

Katila, (2005, p.826), “the dynamic capabilities view: the assumption that it is important for firms to reconfigure resources as environments change.”

Zahra et al, (2006, p.924), “dynamic capabilities as the abilities to reconfigure a firm’s resources and routines in a manner envisioned and deemed appropriate by the firm’s principal decision-maker(s).”

Helfat *et al*. (2007, p. 1), dynamic capability as ‘the capacity of an organization to purposefully create, extend, and modify its resource base’. The ‘resource base’ includes the ‘tangible, intangible, and human assets (or resources) as well as capabilities which the organization owns, controls, or has access to on a preferential basis.”

Wang and Ahmed (2007, p.31),” dynamic capabilities as a firm’s behavioural orientation to constantly integrate, reconfigure, renew and recreate its resources and capabilities, and most

importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage.”
Jia-Jeng Hou, (2008, p.1257), “Dynamic capabilities are the ability of a firm to deploy new configurations of operational competencies relative to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities..”

Ambrosini & Bowman, (2009, p.29), ” dynamic capabilities, as an internal process with the purpose of modifying the resource of a given organization.”
Jeroen Kraaijenbrink, J.-C. Spender and Aard J. Groen (2010, p.), ” dynamic capabilities as the ultimate source of competitive advantage is at the forefront of strategy research (Hou & Chien, 2010).”
Protogerou et al (2011, p.31), “dynamic capabilities as processes that shape the firm’s resource base, confronts satisfactorily the tautology problema rising when they are directly related to firm performance.Landroguez.”
Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152), Dynamic capabilities as their ability to exploit their existing resources and capabilities, but because they have the ability to renovate and develop their organizational capabilities.
David Atkinson (2013, p.252, 264), “Dynamic capabilities are the processes managers use to modify their organisations in order to ‘keep in touch’ with changes occurring in their industrial setting .... organisations to be more agile, adapting to industrial change and even driving it.
Under some definitions of the concept of dynamic capabilities by experts in the above, it can be made dynamic capability dimension tables as follows:

No	Author	Dimensional Dynamic Capabilities
1	Leonard-Barton, (1992, p.111)	Firm’s ability - to integrate, build, - and reconfigure internal and external competences - to address rapidly changing environments.
2	Teece; Gary Pisano; Amy Shuen (1997,p504)	- to identify the foundations upon which - distinctive and difficult- - to-replicate advantages can be built, maintained, - and enhanced.
3	Teece *et al*., (1997, p. 515)	The Capability - to renew competencies so as - to achieve congruence with the changing business environment by “adapting, integrating, and

		reconfiguring internal and external organizational skills, resources, and functional competencies
4	Eisenhardt and Martin (2000,p.1105)	the firm's processes that use resources - to integrate, reconfigure, gain and release resources - to match and even create market change," and "… the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die."
5	Makadok, (2001, p.387)	- developed and embedded within the firm as they progress through time, via the accumulation of experience and specific investments
6	Zollo and Winter (2002, p. 340)	- a collective activity, arguing that adapting in a disjointed way is not a demonstration of dynamic capability.
7	Bowman and Ambrosini, (2003, p.289)	Process - reconfiguration, - leveraging, - learning - and integration
8	Helfat, C. E. and M. Peteraf (2003, p. 997)	capability not only need - to change the resource base, but also needs to be embedded in the company, and in the end can be repeated
9	Winter, S. (2003,)	essential requirement for any firm - to continue having a resource base which allows them - to earn a living
10	Katila, (2005, p.826)	- to reconfigure resources as environments change
11	Zahra et al, (2006, p.924)	the abilities - to reconfigure a firm's resources and routines in a manner envisioned and deemed appropriate by the firm's principal decision- maker(s)."
12	Helfat *et al*. (2007, p. 1)	The capacity of an Organization - to purposefully create, extend, and modify its resource base'. The 'resource base' includes the 'tangible, intangible, and human assets (or resources) as well as capabilities which the organization owns,

		controls, or has access - to on a preferential basis''
13	Wang and Ahmed (2007, p.31)	firm's behavioural orientation - to constantly - integrate, reconfigure, renew and recreate its resources and capabilities, and most importantly, upgrade and reconstruct its core capabilities in response - to the changing environment - to attain and sustain competitive advantage.
14	Jia-Jeng Hou, (2008, p.1257)	The ability of a firm - to deploy new configurations of operational competencies relative - to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities.
15	Ambrosini & Bowman, (2009, p.29)	- internal process with the purpose of modifying the resource of a given - organization.
16	Jeroen Kraaijenbrink, J.-C. Spender and Aard J. Groen (2010, p.)	- processes that use resources—specifically the processes to integrate, reconfigure, gain and release resources - to match and even create market change.
17	Protogerou et al (2011, p.31)	- processes that shape the firm's resource base, confronts satisfactorily the tautology problem arising when they are directly related - to firm performance
18	Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152)	Their ability - to exploit their existing resources and capabilities, but because they have the ability - to renovate and develop their organizational capabilities.
19	David Atkinson (2013, p.252, 264)	the processes managers use - to modify their organizations in order - to 'keep in touch' with changes occurring in their industrial setting .... organizations to be more agile, adapting - to industrial change and even driving it.

Discussion

Dimensional analysis of the concept of dynamic capabilities

From table dimensional dynamic capabilities delivered by experts in the above-dimensional dynamic capabilities include: The ability, capacity, Behavior, Process and fundamental requirement or prerequisite.

Where each dimension consists of re-configure, integrate, modify, construct, alter, renovate, create, develop, embedded, satisfying, making a living, adapt, extend, renew, and exploit.

The expert opinion regarding the dimensions of dynamic capabilities that have the same opinion, namely:

1. The ability to reconfigure the company, integration, develop, build, exploit the experts who have the same opinion, namely : Leonard-Barton, (1992, p.111), Teece; Gary Pisano; Amy Shuen (1997,p504), (Teece *et al.*, (1997, p. 515), Eisenhardt and Martin (2000,p.1105), Zahra et al, (2006, p.924), Helfat *et al*. (2007, p. 1), Landroguez, Jia-Jeng Hou, (2008, p.1257), Castro and Cepeda-Carrio´n (2011, p.1152),) ,

2. The capacity of the firm to create, expand, and modify resources company, renew, competence adapt, integrate, and reconfiguration, the experts who have of the same opinion, namely: Teece *et al*., (1997, p. 515), Helfat, C. E. and M. Peteraf (2003, p. 997.

3. “the firm’s processes or organization to modification and the shape processes that shape the new resources, , the experts who have of the same opinion, namely : Eisenhardt and Martin (2000,p.1105), Ambrosini & Bowman, (2009, p.29), Protogerou et al (2011, p.31), David Atkinson (2013, p.252, 264).

While experts disagree with the experts in the above as follows:

1. The behavior of the company to continue to integrate, reconfigure, update and create resources and abilities, and most importantly, upgrade and reconstruct core capabilities in response to the changing environment, achieve and sustain competitive advantage. (Wang and Ahmed (2007, No.P.31)

2. The need for companies to continue to have a fundamental resource base that allows them to earn a living (Winter, S. (2003, p.991)

The following group of the same expert opinion on the part of the dimensions of dynamic capabilities, namely:

1. Leonard-Barton, (1992, p.111), Eisenhardt and Martin (2000,p.1105), Bowman and Ambrosini, (2003, p.289), Katila, (2005, p.826), Helfat, C. E. and M. Peteraf (2003, p. 997), Zahra et al, (2006, p.924), Wang and Ahmed (2007, p.31), Jia-Jeng Hou, (2008, p.1257), Ambrosini & Bowman, (2009, p.29), have the same opinion of dynamic capability dimensions, namely: "dynamic capabilities as the company's ability to integrate and reconfigure

2. Teece; Gary Pisano; Amy Shuen (1997,p504), Leonard-Barton, (1992, p.111), Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152), "Dynamic capability is the ability of the company to build or construct or renovate.

3. Teece *et al*., (1997, p. 515), Helfat, C. E. and M. Peteraf (2003, p. 997), Helfat *et al*. (2007, p. 1), David Atkinson (2013, p.252, 264), Dynamic capabilities as 'the capacity of an organization's enterprise resource modify or alter the basic resources' companies.

4. Wang and Ahmed (2007, p.31), Helfat *et al*. (2007, p. 1)," dynamic capabilities as the company's behavior to create a resource

5. Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152), The ability to dynamically as their ability to exploit and develop their organizational capabilities.

And opinions of experts differ on the part of the dimensions of dynamic capabilities, as follows:

1. Makadok, (2001, p.387)," dynamic capabilities are developed and embedded within the company as they progress through time, through the accumulation of experience and certain investments. "

2. Zollo and Winter (2002, p. 340), “dynamic capabilities as a collective activity, arguing that adapt to how disjointed is not a demonstration of dynamic capabilities. "

3. Protogerou et al (2011, p.31"Dynamic capabilities as processes that form the basis of the company's resources, satisfy the tautology problem that arises when they relate directly to the company's performance."

4. Winter, S. (2003, p.991), Dynamic capability is a critical requirement for the company to continue to have a resource base that allows them to earn a living."

From the above discussion we can see that most of the experts found the dimensions of dynamic capabilities are: the company's ability to integrate, configure, build, re-modify, alter, create, renovate, exploit, develop.

While other experts found.

Dynamic capabilities are developed and embedded within the company, Makadok, (2001, p.387).

Dynamic capabilities as a collective activity, Zollo and Winter (2002, p. 340)

Dynamic capabilities as processes that form the basis of the company's resources, Protogerou et al (2011, p.31).

Dynamic capability is a critical requirement for the company to continue, ..., earn a living, Winter, S. (2003, p.991),

Differences of opinion of the experts mentioned above arises due to the conditions and needs of each company into which they studied each other is different.

But the research experts largely based on the resource-based view (RBV). As stated by the concept of dynamic capabilities are also rooted in the resource-based view (RBV), with the establishment of the Ricardian economics (Barney, 1991; Peteraf, 1993; Wernerfelt, 1984) on research Helfat and Peteraf A., (2009 P.93). The key point is that the recent developments in dynamic RBV focus on 'what company do' (substantive and dynamic capabilities) rather than 'what is the company', although it also recognizes that organizational context (descriptor 'what is the company') affect what can be done. In addition, the development of the ability to see

anything as a routine (or set of them) which use resources in a way that "learning, highly-patterned, repetitive, or quasi-repetitive, which was founded in part on tacit knowledge" (Winter 2003 , p.991) and has a specific purpose in the research is conducted McGuinness, 2008, P.12.
The concept of dynamic capabilities (Eisenhardt and Martin, 2000; Teece et al., 1997) has evolved from resource-based view (RBV) of the firm (Barney, 1986, 1991; Wernerfelt, 1984) on research Ambrosini, V., Bowman, C . & Collier, N. 2009, P.4). RBV considers the company as a package of resources and capabilities, and assumes that the resources and capabilities of heterogeneous distributed throughout the company and that this heterogeneity continued from time to time (Ambrosini and Bowman, 2009; Amit and Schoemaker, 1993; Barney, 1991 ; Daniel and Wilson, 2003; Mahoney and Pandian, 1992; McKelvie and Davidsson, 2009; Penrose, 1959; Wang and Ahmed, 2007; Wernerfelt, 1984) in the study

Based on the study mentioned above, this paper proposes a new construct for part-dimensional dynamic capability, as follows: **Dynamic capability is the ability of firms to innovate and create value for the company's resources to deal with environmental changes both inside and outside the company.**

The reason why in this paper proposés the construct of the above is Because as stated by (Helfat and Peteraf, 2003; Salvato, 2003; Winter, 2003; Zahra et al, 2006) and have found persuasive evidence (Newbert, 2007) that it is the ability and the underlying micro process ('what companies do'), instead of the resources ('what is the company'), which determines the response organization, competitive advantage, and the performance of adaptive changes in research McGuinness, (2008, p.3) , Eisenhardt and Martin, (2000, P. 14) states: Dynamic capabilities and strategic Processes including organizations such as the Alliance and Product Development The strategic value lies in the ability to manipulate Resources-value creating strategy development strategy.

As for the differences in definitions construct a new dimension to construct the old definition is the new definition only mentions the company's ability to innovate (innovating) and create value not like the old definition which states that the dynamic capability is the ability to integrate, configure, build, re-modify, alter, create, renovate, exploit, and develop. And other experts argue that dynamic capabilities are developed and embedded, collective activity, a process which forms the basis of the company's resources, a critical requirement for the company to continue, ..., earn a living.
Here, this paper would like to convey that integrate, configure, build, re-modify, alter, create, renovate, exploiting, developing, and even developed and embedded, collective activity, a process which forms the basis of the company's resources, a critical requirement for the

company to continue, .. ., earning a living it all is synonymous with innovation activity or innovation and value creation.

So with the word innovation and value creation has been able to describe what will be done by the company on its resources. The company has the resources and capabilities are valuable, rare, inimitable and non-substitutable (Vrin), they can use it to implement a value creation strategy that can provide a sustainable competitive advantage (Barney, 1991; Conner dan Prahalad, 1996; Nelson, 1991; Peteraf, 1993; Peteraf dan Barney, 2003; Prahalad dan Hamel, 1990; Wernerfelt, 1984, 1995) in the research is Landroguez, Castro dan Carrión, (2011, P. 3-4).

Also in this paper also suggested a change from inside and outside the company. Since changes may also occur from within the company with the change in the company's resources. Or from outside the company because of the changes that come either from the government, suppliers, customers or competitors.

So the hope is that innovation and value creation can respond to changes that occur both inside and outside the enterprise environment.

Conclusion

From the analysis of defining the dimensions of dynamic capabilities expressed by the experts there are several dimenssions dynamic capabilities, namely: Capability, Capacity, Behavior, and the process is a fundamental requirement or prerequisite.

The dimensions consist of re-configure, integrate, modify, construct, alter, renovate, create, develop, embedded, satisfying, making a living, adapt, extend, renew, and exploit.

The same expert opinion regarding the dimensions of dynamic capabilities, as follows:

1. The ability to reconfigure the company, integration, develop, build, exploit the experts who have the same opinion, namely : Leonard-Barton, (1992, p.111), Teece; Gary Pisano; Amy Shuen (1997,p504), (Teece *et al*., (1997, p. 515), Eisenhardt and Martin (2000,p.1105), Zahra et al, (2006, p.924), Helfat *et al*. (2007, p. 1), Landroguez, Jia-Jeng Hou, (2008, p.1257), Castro and Cepeda-Carrio´n (2011, p.1152),) ,

2. The capacity of the Company to create, expand, and modify resources company, renew, competence adapt, integrate, and reconfiguration, experts are of the same opinion, namely: Teece *et al*., (1997, p. 515), Helfat, C. E. and M. Peteraf (2003, p. 997.

3. The process of company or organization to modify and establish new resource experts who believe the same, ie : Eisenhardt and Martin (2000,p.1105), Ambrosini & Bowman, (2009, p.29), Protogerou et al (2011, p.31), David Atkinson (2013, p.252, 264).

The experts who disagree with the experts in the above as follows :

1. Conduct for to continue to Integrate, reconfigure, update and create resources and abilities, and most importantly, upgrade and reconstruct core capabilities in response to a changing environment, to achieve and maintain a competitive advantage. (Wang and Ahmed (2007, p.31)

2. Fundamental need the company to continue to have a resource base that allows them to earn a living, (Winter, S. (2003, p.991)

Group of the same expert opinion regarding the part of the dimensions of dynamic capabilities, namely:

1. Leonard-Barton, (1992, p.111), Eisenhardt and Martin (2000,p.1105), Bowman and Ambrosini, (2003, p.289), Katila, (2005, p.826), Helfat, C. E. and M. Peteraf (2003, p. 997), Zahra et al, (2006, p.924), Wang and Ahmed (2007, p.31), Jia-Jeng Hou, (2008, p.1257), Ambrosini & Bowman, (2009, p.29), have the same opinion of dynamic capability dimensions, namely: "dynamic capabilities as the company's ability to integrate and reconfigure.

2. Teece; Gary Pisano; Amy Shuen (1997,p504), Leonard-Barton, (1992, p.111), Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152), "Dynamic capability is the ability of the company to build or construct or renovate."

3. Teece *et al*., (1997, p. 515), Helfat, C. E. and M. Peteraf (2003, p. 997), Helfat *et al*. (2007, p. 1), David Atkinson (2013, p.252, 264), "Dynamic capabilities as 'the capacity of an organization's enterprise resource modify or alter the basic resources' companies

4. Wang and Ahmed (2007, p.31), Helfat *et al*. (2007, p. 1)," dynamic capabilities as the company's behavior to create a resource."

5. Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152), "The ability to dynamically as their ability to exploit existing resources and capabilities, but because they have the ability to renovate and develop their organizational capabilities.

The opinions of experts differ on the part of the dimensions of dynamic capabilities, as follows:

1. Makadok, (2001, p.387)," dynamic capabilities are developed and embedded within the company as they progress through time, through the accumulation of experience and certain investments. "
2. Zollo and Winter (2002, p. 340), "Dynamic capabilities as a collective activity, arguing that adapt to how disjointed is not a demonstration of dynamic capabilities."

3. Protogerou et al (2011, p.31), "Dynamic capabilities as processes that form the basis of the company's resources, satisfy the tautology problem that arises when they relate directly to the company's performance."

4. Winter, S. (2003, p.991"Dynamic capability is a critical requirement for the company to continue to have a resource base that allows them to earn a living."

New constructs proposed for part-dimensional dynamic capability, as follows:
Dynamic capability is the ability of firms to innovate and create value for the company's resources to deal with environmental changes both inside and outside the company.

This paper proposes the constructs mentioned above for the following reasons; because as stated by (Helfat and Peteraf, 2003; Salvato, 2003; Winter, 2003; Zahra et al, 2006) and have found persuasive evidence (Newbert, 2007) that it is the ability and the underlying micro process ('what the company do '), instead of the resources (' what is the company '), which determines the response organization, competitive advantage, and the performance of adaptive changes in research **McGuinness, (2008, P.3) , Eisenhardt dan Martin, (2000, P. 14)** states: Dynamic Capabilities and Strategic Processes including organizations such as the Alliance and Product Development The strategic value lies in the ability to manipulate Resources to create-value strategy development strategy.

Suggestion
For future research can be conducted more in-depth assessment, if necessary by using the literature more than that used in this paper.

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Table Journal as Literature Compilation Construct

No.	Name/Year	Title	Definition of dynamic capabilities	Dimensional Dynamic Capabilities
1	Teece; Pisano; Shuen (1997, p.504)	Dynamic Capabilities and Strategic Management	Dynamic capabilities is to identify the foundations upon which distinctive and difficult-to-replicate advantages can be built, maintained, and enhanced.	- to identify the foundations upon which distinctive and difficult - to-replicate advantages can be built, maintained, and enhanced.
2	Eisenhardt and Martin (2000, p.1105)	DYNAMIC CAPABILITIES: WHAT ARE THEY?	"the firm's processes that use resources – specifically the processes to integrate, reconfigure, gain and release resources – to match and even create market change," and "… the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die."	the firm's processes that use resources - to integrate, reconfigure, gain and release resources - to match and even create market change," and "… the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die."
3	Wang and Ahmed (2007, p.31)	Dynamic Capabilities: A Review and Research Agenda	dynamic capabilities as a firm's behavioural orientation to constantly integrate, reconfigure, renew and recreate its resources and capabilities, and most importantly, upgrade and reconstruct its core capabilities in response to	firm's behavioural orientation - to constantly integrate, reconfigure, renew and recreate its resources and capabilities, and most importantly, upgrade and reconstruct its core capabilities in response - to the changing

			the changing environment to attain and sustain competitive advantage.	Environment - to attain and sustain competitive advantage.
4	Landroguez, Castro and Cepeda-Carrio´n (2011, p.1152)	Creating dynamic capabilities to increase customer value	Dynamic capabilities as their ability to exploit their existing resources and capabilities, but because they have the ability to renovate and develop their organizational capabilities.	their ability - to exploit their existing resources and capabilities, but because they have the ability - to renovate and develop their organizational capabilities.
5	Protogerou et al (2011, p.31)	Dynamic Capabilities and Their Indirect Impact on Firm Performance	dynamic capabilities as processes that shape the firm's resource base, confronts satisfactorily the tautology problem arising when they are directly related to firm performance.	- processes that shape the firm's resource base, confronts satisfactorily the tautology problem arising when they are directly related - to firm performance.
6	Katila, (2005, p.826)	WHEN DOES LACK OF RESOURCES MAKE NEW FIRMS INNOVATIVE?	the dynamic capabilities view: the assumption that it is important for firms to reconfigure resources as environments change	Important for firms - to reconfigure resources as environments change
7	Makadok, (2001, p.387)	Toward a synthesis of The Resourch Based and Dynamic Capability of views Rent Creation	dynamic capabilities are developed and embedded within the firm as they progress through time, via the accumulation of experience and specific investments	- developed and embedded within the firm as they progress through time, via the accumulation of experience and specific investments
8	David Atkinson (2013, p.252, 264)	Dynamic capabilities: implications for	Dynamic capabilities are the processes managers use to	the processes managers use - to modify their organisations in order

		marketing strategy formulation and implementation	modify their organisations in order to 'keep in touch' with changes occurring in their industrial setting .... organisations to be more agile, adapting to industrial change and even driving it.	- to 'keep in touch' with changes occurring in their industrial setting .... organisations to be more agile, adapting - to industrial change and even driving it.
9	Leonard-Barton, (1992, p.111)	Core Capabilities and Core Rigidities: A Paradox in Managing New Product	Dynamic capabilities as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.	Firm's ability - to integrate, build, and reconfigure internal and external competences - to address rapidly changing environments.
10	Helfat, C. E. and M. Peteraf (2007, p.1)	Understanding dynamic capabilities: progress along a developmental path	dynamic capability as 'the capacity of an organization to purposefully create, extend, and modify its resource base'. The 'resource base' includes the 'tangible, intangible, and human assets (or resources) as well as capabilities which the organization owns, controls, or has access to on a preferential basis'	The capacity of an Organization - to purposefully create, extend, and modify its resource base'. The 'resource base' includes the 'tangible, intangible, and human assets (or resources) as well as capabilities which the organization owns, controls, or has access - to on a preferential basis'
11	Teece *et al*., 1997, p. 515	Dynamic capabilities and strategic management	Dynamic capabilities have been defined as "the capacity to renew competencies so as to achieve congruence with the changing business	The Capability - to renew competencies so as - to achieve congruence with the changing business environment by "adapting,

			environment" by "adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies	integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies
12	Bowman and Ambrosini, (2003, p.289)	How the resource-based and the dynamic capability views of the firm inform competitive and corporate level strategy",	Dynamic capabilities are argued to comprise of four main processes: reconfiguration, leveraging, learning and integration process	- reconfiguration, leveraging, learning and integration process
13	Ambrosini & Bowman, (2009, p.29)	From resource base to dynamic capabilities : an investigation of new firms	dynamic capabilities, as an internal process with the purpose of modifying the resource of a given organization	- internal process with the purpose of modifying the resource of a given organization
14	Jia-Jeng Hou, (2008, 1257)	TOWARD A RESEARCH MODEL OF MARKET ORIENTATION AND DYNAMIC CAPABILITIES	Dynamic capabilities are the ability of a firm to deploy new configurations of operational competencies relative to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities.	- Dynamic capabilities are the ability of a firm to deploy new configurations of operational competencies relative - to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities.
15	Jeroen Kraaijenbrink, J.-C. Spender and Aard J. Groen (2010)	The Resource-Based View: A Review and Assessment of Its Critiques	dynamic capabilities as the ultimate source of competitive advantage is at the forefront of strategy research (Hou & Chien, 2010).	processes that use resources—specifically the processes - to integrate, reconfigure, gain and release resources - to match and even create

				market change.
16	Helfat, C. E. and M. Peteraf (2003, p. 997)	The dynamic resource-based view: capability lifecycles	Dynamic capabilities as a capability not only need to change the resource base, but also needs to be embedded in the company, and in the end can be repeated.	- to change the resource base, but also needs to be embedded in the company, and in the end can be repeated.
17	Zollo and Winter (2002, p. 340),	Deliberate learning and the evolution of Dynamic Capabilities	define dynamic capability as a collective activity, arguing that adapting in a disjointed way is not a demonstration of dynamic capability."	- a collective activity, arguing that adapting in a disjointed way is not a demonstration of dynamic capability."
18	Winter, S. (2003, p.991)	Understanding dynamic capabilities	dynamic capabilities is an essential requirement for any firm to continue having a resource base which allows them to earn a living	- essential requirement for any firm - to continue having a resource base which allows them - - to earn a living
19	Zahra et al, 2006, p.924	Entrepreneurship and dynamic capabilities: a review, model and research agenda	dynamic capabilities as the abilities to reconfigure a firm's resources and routines in a manner envisioned and deemed appropriate by the firm's principal decision-maker(s)."	the abilities - to reconfigure a firm's resources and routines in a manner envisioned and deemed appropriate by the firm's principal decision-maker(s)."
20	Protogerou et al (2011, p.31)	Dynamic Capabilities and Their Indirect Impact on Firm Performance	dynamic capabilities as processes that shape the firm's resource base, confronts satisfactorily the tautology problem arising when they are directly related to firm performance.	- processes that shape the firm's resource base, confronts satisfactorily the tautology problem arising when they are directly related to firm performance.