DYNAMIC CAPABILITIES AND ORGANIZATIONAL PERFORMANCE: A SCIENTOMETRIC ANALYSIS

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SUMMARY

This article presents a scientometric analysis of the evolution and structure of research on dynamic capabilities and organizational performance indexed in the Web of Science (WoS) Core Collection between 1975 and 2025. The study examines how the field's research output and citations have evolved over time, how publications are distributed among authors, journals, institutions and countries, and which thematic lines characterize the field. The analysis combines research output and impact indicators with analyses of co-authorship and keyword co-occurrence. The results identify 7,565 articles and four thematic clusters, with exponential growth in research output (an annual growth rate of 23.81%) concentrated in the last decade. Research output is concentrated in ten countries, almost all of which have developed economies, while research on natural resource-intensive sectors is scarcely represented: mining is mentioned in only 9 of the 7,565 titles. The study provides a broad and replicable synthesis of the field and outlines an agenda that paves the way for a systematic review focused on mining.

Introduction

Research on dynamic capabilities and organizational performance has become one of the most active research areas in strategic management (Schilke *et al*., 2018; Baishya *et al*., 2025): within the corpus analyzed, annual publication output increased from fewer than fifty articles in the early 2000s to 1,670 in 2025. The field's central question, why some firms sustain superior performance, has shifted from the possession of resources to the ability to reconfigure them in response to competitive pressure (Teece, 2007; Heubeck, 2024).

Dynamic capabilities refer to a firm's ability to reconfigure its competences in response to rapid change (Teece *et al*., 1997). One theoretical perspective views them as idiosyncratic, path-dependent routines (Teece, 2007; Zhang *et al*., 2023); another regards them as common best practices that are substitutable across firms (Eisenhardt and Martin, 2000; Helfat *et al*., 2007). Both perspectives have examined the relationship between dynamic capabilities and organizational performance across studies published in strategy, innovation, operations and information systems journals (Baishya *et al*., 2025). This dispersion, combined with the growth in scientific production, highlights the need to

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understand how the literature has evolved and how it is currently structured (Pitelis *et al*., 2024).

Narrative reviews have examined the construct and its research agenda without using replicable metrics (Barreto, 2010), while meta-analyses have quantified its relationship with performance (Pezeshkan *et al*., 2016; Bitencourt *et al*., 2020). However, neither approach describes the distribution of scientific output or the thematic structure of the field. The two previous bibliometric reviews mapped the field only up to 2011 (Di Stefano *et al*., 2010; Vogel and Güttel, 2013), while subsequent reviews have focused on specific areas, such as managerial capabilities (Heubeck, 2024) and digital transformation (Hajjaji *et al*., 2026). Therefore, an updated synthesis of the evolution and structure of this body of literature remains lacking.

This study examines research on dynamic capabilities and organizational performance indexed in WoS between 1975 and 2025. The central research question concerns how this body of research has evolved and how it is structured. Three specific questions are addressed: how publication output and citations have evolved over time; how research output is distributed among authors, journals, institutions and countries; and which thematic lines characterize the field. Scientometrics is appropriate for this purpose because it enables the quantitative analysis of the structure and evolution of a field (Zupic and Čater, 2015; Araya-Castillo *et al*., 2021; Donthu *et al*., 2021; Rubiales-Núñez *et al*., 2024; Rubiales-Núñez *et al*., 2025), encompasses all retrievable records rather than a reviewer-selected sample, and allows the research agenda to be derived from the evidence (Aria and Cuccurullo, 2017).

Methodology

The study employs a descriptive and longitudinal design (Glänzel, 2012) that characterizes scientific output, collaboration networks and thematic clusters (Donthu *et al*., 2021) and examines their evolution annually the three decades covered by the corpus, 1996-2025 (Mingers and Leydesdorff, 2015). Data were obtained from the WoS Core Collection (Pranckutė, 2021), selected for its rigorous indexing criteria and structured fields for authorship, affiliation and keywords (De Bakker *et al*., 2005; Birkle *et al*., 2020). The study period extends from 1975, when systematic WoS coverage began (Araya-Castillo *et al*., 2022), to 2025; the data were downloaded on May 20, 2026.

The search strategy combines two sets of terms connected by the Boolean operator AND, each incorporating variants established in the literature (Teece *et al*., 1997; Eisenhardt and Martin, 2000). The search was conducted in the Topic field (titles, abstracts, author keywords and Keywords Plus): TS=(("dynamic capabilit*" OR "dynamic managerial capabilit*" OR "ordinary capabilit*") AND ("firm performance" OR "organi?ational performance" OR "business performance" OR "financial performance")). The results were restricted to articles and reviews. Records in languages that could not be processed, duplicate records identified by DOI, and records without identifiable authors or journals were excluded.

Annual publication output is modeled using log-linear regression over time, with the regression slope used to estimate the growth rate (Bornmann *et al*., 2021); citations are analyzed by strata and using the h-index (Hirsch, 2005; Bornmann and Daniel, 2007); and authors, journals, institutions and countries are ranked according to publication output and citations. Co-authorship analysis is used to map collaboration networks, while the co-occurrence analysis of author keywords and Keywords Plus is used to identify thematic clusters (Callon *et al*., 1991). Both analyses are conducted using VOSviewer 1.6.20 (van Eck and Waltman, 2010), which assigns each term to a single cluster (Waltman *et al*., 2010), and bibliometrix (Aria and Cuccurullo, 2017). Author names are disambiguated (Schulz *et al*., 2014) using their Open Researcher and Contributor ID (ORCID), while institutions are identified using the Research Organization Registry (ROR) (Lammey, 2020).

Results

Output and citations over time

The search yielded 7,565 articles, the first published in 1996, which accumulated 340,025 citations. Annual output increased exponentially (R^2 = 98.6%; Figure 1): remaining minimal until 2009, increasing slowly and approximately linearly until 2020, and then accelerating to 1,670 articles in 2025. The last ten years account for 86.4% of total output. Citations followed a similar trend, reaching 59,704 in 2025 (Figure 2). Their distribution was uneven (Table I): about 80% of the articles received no more than 50 citations, while only 14 received more than 1,000. The ten most cited articles (Table II) accounted for 7.93% of all citations, with Eisenhardt and Martin (2000) leading with 9,262 citations, followed by Teece (2010), with 4,037 (Aragón-Correa and Sharma, 2003; Knight and Cavusgil, 2004; Subramaniam and Youndt, 2005; O'Reilly and Tushman, 2008; Teece, 2010; Sirmon *et al*., 2011; Foss and Saebi, 2017; Wamba *et al*., 2017; Warner and Wäger, 2019).

Authors

The corpus includes 15,472 authors. The ten most influential authors (Table III) contributed to 106 distinct articles, accounting for 10.65% of total citations, with Kathleen Eisenhardt and Jeffrey A. Martin leading the ranking. Individual figures overlap because each co-authored article is counted for every contributing author. The ten most productive authors (Table IV), each with at least 21 articles, account for only 2.96% of the corpus; Shahriar Akter and David Teece

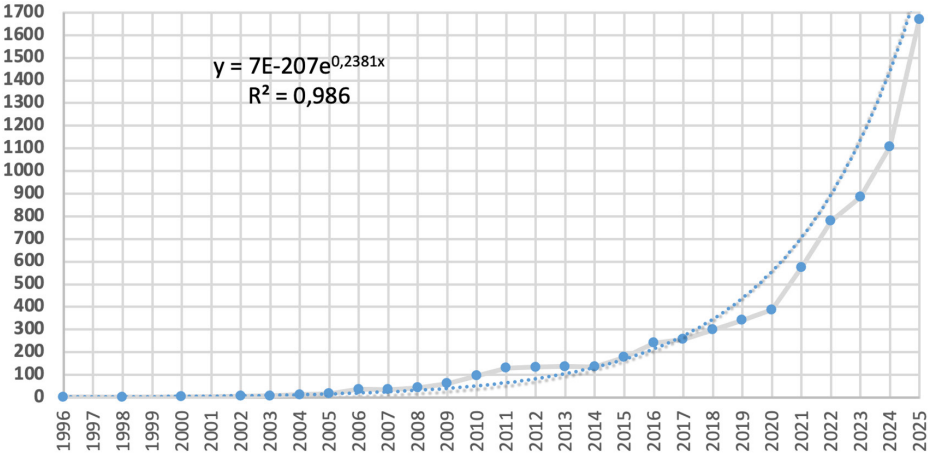


Figure 1. Growth of scientific output. Source: Own elaboration based on WoS data.

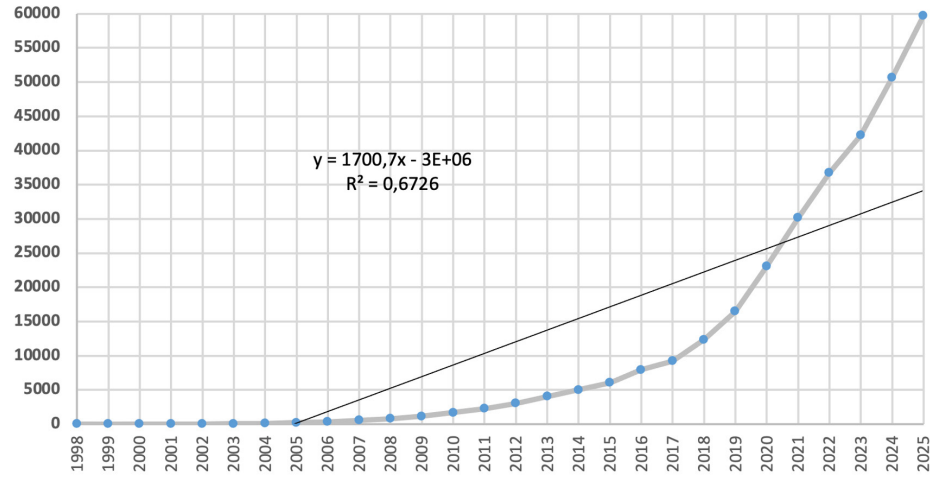


Figure 2. Total number of citations per year. Source: Own elaboration based on WoS data.

TABLE I
OVERALL CITATION STRUCTURE

Number of citations	Number of articles	% of articles
More than 1,000	14	0.19
500 to 1,000	53	0.70
250 to 500	152	2.01
100 to 250	537	7.10
50 to 100	796	10.52
Fewer than 50	5,249	69.39
0 citations	764	10.10
Total	**7,565**	**100.00**

Source: Own elaboration based on WoS data.

appear in both rankings. Among authors with at least one article receiving more than 1,000 citations, 28 are grouped into six co-authorship clusters (Table V and Figure 3).

Journals

The articles were published in 1,208 journals. The ten leading journals (Table VI) account for 20.74% of the articles. Sustainability has the highest number of publications (358), while the Journal of Business Research records the most citations (28,606) and the highest h-index (89).

Institutions

The articles were produced by researchers affiliated with 4,565 organizations. The ten leading institutions (Table VII) account for 832 articles (11.00% of the corpus, with each co-authored article counted once for each participating institution), led by the Indian Institutes of Management (IIM), with 146 articles. The State University System of Florida ranks first in terms of citations (6,530). Institutions with at least 40 articles form five co-authorship clusters (Table VIII and Figure 4).

Countries

The publications originate from 128 countries, with the ten leading countries (Table IX) accounting for 69.6% of total output and 83.24% of citations. China has the highest publication output (1,548 articles), while the United States ranks first in terms of impact, with the highest average number of citations and h-index. Forty-eight countries form six co-authorship clusters (Table X and Figure 5).

Keywords

Of the 14,138 author keywords, 44 occur at least 100 times. The co-occurrence analysis identifies four clusters (Table XI and Figure 6), represented by digital transformation (384 occurrences), dynamic capabilities (1,407), firm performance (351) and innovation (454). Table XII lists the ten most frequent keywords. Variants such as “dynamic capability” and “dynamic capabilities” belong to different clusters because each co-occurs with a different set of terms.

Discussion

The main finding is that the field has expanded in terms of research output and undergone a shift in focus across three stages. Until 2009, output was minimal and the debate centered on defining the concept (Barreto, 2010). From 2010 to 2020, output grew linearly, while the two earlier bibliometric studies mapped the field's intellectual structure up to 2011 (Di Stefano *et al*., 2010; Vogel and Güttel, 2013). The last decade accounts for 86.4% of the output analyzed in this study, during which the concept has been used mainly to explain performance in specific contexts: three of the four clusters encompass applied research, and the most cited articles from the last decade reflect this pattern (Warner and Wäger, 2019; Wamba *et al*., 2017). The characterization of this most recent stage, together with the analysis of the distribution of research output across countries and sectors, constitutes the study's contribution to earlier reviews.

The clusters reveal four parallel research areas: a theoretical core (dynamic capabilities, absorptive capacity, resource-based view), an emerging area of application (digital transformation, artificial intelligence, resilience, sustainability), an area focused on strategy and small firms, and another centered on innovation and entrepreneurship. Recent studies further illustrate the expansion into data analytics and supply chains (Al Mamun *et al*., 2025), green innovation (Baquero, 2025; Abbas *et al*., 2026) and family firms (Hernández-Perlines *et al*., 2025).

The map also highlights three unresolved debates: whether dynamic capabilities constitute idiosyncratic routines (Teece, 2007) or substitutable best practices (Eisenhardt and Martin, 2000); whether their relationship with performance, as established by meta-analyses (Pezeshkan *et al*., 2016; Bitencourt *et al*., 2020), is direct or mediated by ordinary capabilities, a topic addressed in only 9

TABLE II
MOST INFLUENTIAL ARTICLES IN THE SCIENTIFIC OUTPUT

R	Authors	Year	Title	Journal	TC
1	Eisenhardt, Kathleen M.; Martin, Jeffrey A.	2000	Dynamic capabilities: What are they?	Strategic Management Journal	9,262
2	Teece, David J.	2010	Business Models, Business Strategy and Innovation	Long Range Planning	4,037
3	Subramaniam, Mohan; Youndt, Mark A.	2005	The influence of intellectual capital on the types of innovative capabilities	Academy of Management Journal	2,407
4	Warner, Karl S. R.; Waeger, Maximilian	2019	Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal	Long Range Planning	1,897
5	Knight, Gary A.; Cavusgil, S. Tamer	2004	Innovation, organizational capabilities, and the born-global firm	Journal of International Business Studies	1,794
6	Aragón-Correa, J. Alberto; Sharma, Sanjay	2003	A contingent resource-based view of proactive corporate environmental strategy	Academy of Management Review	1,657
7	Sirmon, David G.; Hitt, Michael A.; Ireland, R. Duane; Gilbert, Brett Anitra	2011	Resource Orchestration to Create Competitive Advantage: Breadth, Depth, and Life Cycle Effects	Journal of Management	1,543
8	O'Reilly, Charles A., III; Tushman, Michael L.	2008	Ambidexterity as a dynamic capability: Resolving the innovator's dilemma	Research in Organizational Behavior	1,506
9	Wamba, Samuel Fosso; Gunasekaran, Angappa; Akter, Shahriar; Ren, Steven Ji-fan; Dubey, Rameshwar; Childe, Stephen J.	2017	Big data analytics and firm performance: Effects of dynamic capabilities	Journal of Business Research	1,446
10	Foss, Nicolai J.; Saebi, Tina	2017	Fifteen Years of Research on Business Model Innovation: How Far Have We Come, and Where Should We Go?	Journal of Management	1,409
	Total of the set				**26,958**

R: Rank; TC: Total citations. Source: Own elaboration based on WoS data.

TABLE III
MOST INFLUENTIAL AUTHORS IN "DYNAMIC CAPABILITIES" AND "ORGANIZATIONAL PERFORMANCE"

R	Author	Institution	TP-CD	TC-CD	% Tt	h-A	TP-A	TC-A	T237
1	Eisenhardt, Kathleen	Stanford University	4	10,246	3.01	65	100	86,482	3
2	Martin, Jeffrey A.	University of Alabama	3	9,478	2.79	10	13	11,151	1
3	Teece, David J.	King Saud University	21	8,781	2.58	70	177	66,559	7
4	Dubey, Rameshwar	Montpellier Business School	15	5,103	1.50	67	127	20,051	7
5	Gunasekaran, Angappa	Pennsylvania State University	19	5,080	1.49	106	444	44,945	6
6	Helfat, Constance	Dartmouth College	11	4,172	1.23	39	60	17,432	6
7	Foss, Nicolai J.	Copenhagen Business School	12	3,680	1.08	64	231	18,186	5
8	Akter, Shahriar	University of Wollongong	24	3,341	0.98	48	127	11,892	3
9	Childe, Stephen J.	Plymouth University	7	3,229	0.95	13	16	7,606	5
10	Mikalef, Patrick	Norwegian University of Science & Technology	12	3,159	0.93	43	129	10,936	4
	Total of the set		**106**	**36,208**	**10.65**	**67**			**30**

R: author rank; TP-CD: total articles by the author in the search vector; TC-CD: total citations of the author's articles in the search vector; h-A: author's h-index; TP-A: total articles by the author; TC-A: total citations of the author; T237: total articles by the author among the 237 most influential articles of all time. Source: Own elaboration based on WoS data.

TABLE IV
MOST PRODUCTIVE AUTHORS IN "DYNAMIC CAPABILITIES" AND "ORGANIZATIONAL PERFORMANCE"

R	Author	Institution	TP-CD	TC-CD	PC-CD	% Tt	h-A	TP-A	TC-A
1	Chatterjee, Sheshadri	Indian Inst Informat Technol	52	2,062	39.65	0.69	55	236	8,597
2	Chaudhuri, Ranjan	EMLV Business Sch	43	1,663	38.67	0.57	40	153	4,813
3	Vrontis, Demetris	University of Nicosia	41	1,106	26.98	0.54	61	443	13,728
4	Li, Yuanyuan	Xi'an Jiaotong University	35	1,095	31.29	0.46	35	188	4,080
5	Gupta, Shivam	NEOMA Business School	29	2,149	74.1	0.38	56	161	10,710
6	Liu, Yang	University of Glasgow	29	724	24.97	0.38	11	11	605
7	Akter, Shahriar	University of Wollongong	24	3,680	153.33	0.32	48	127	11,892
8	Wang, Yi	Southwestern University of Finance and Economics	22	491	22.32	0.29	11	17	1,517
9	Teece, David J.	King Saud University	21	8,781	418.14	0.28	70	177	66,559
10	Bag, Surajit	Excelia Business School	21	1,927	91.76	0.28	45	153	8,445
	Total of the set		**224**	**12,312**	**54.96**	**2.96**	**57**		

R: author rank; TP-CD: total articles by the author in the search vectors; TC-CD: total citations of the author's articles in the search vectors; PC-CD: average citations per article; % Tt: share of total articles; h-A: author's h-index; TP-A: total articles published by the author; TC-A: total citations of the author. Source: Own elaboration based on WoS data.

TABLE V
CO-AUTHORSHIP CLUSTERS IN THE SCIENTIFIC OUTPUT

Red (12)	Green (7)	Blue (3)	Yellow (2)	Lilac (1)	Light blue (3)
Akter, Shahriar	Autio, Erkko	***Chatterjee, Sheshadri***	Del Giudice, Manlio	Bag, Surajit	Krogstie, John
Blome, Constantin	De Massis, Alfredo	Chaudhuri, Ranjan	***Singh, Sanjay Kumar***		Gupta, Shivam; Mikalef, Patrick
Bryde, David J.	George, Gerard	Vrontis, Demetris			
Childe, Stephen J.	Lichtenthaler, Ulrich				
Dubey, Rameshwar	Sapienza, Harry J.				
Dwivedi, Yogesh K.	Wright, Mike				
Foropon, Cyril	***Zahra, Shaker***				
Gunasekaran, Angappa					
Papadopoulos, Thanos					
Ren, Steven Ji-Fan					
Roubaud, David					
Wamba, Samuel Fosso					

Each column is a cluster, with its color in Figure 3 and the number of authors in parentheses; the author with the most co-authorships in each cluster is shown in bold italics. Source: Own elaboration based on WoS data processed with VOSviewer.

titles; and the appropriate terminology for the construct, given that dynamic capability and dynamic capabilities belong to different clusters, reflecting the lack of conceptual consensus already noted by Vogel and Güttel (2013).

Research output is also concentrated geographically and across sectors. Ten countries, almost all of which are classified as developed economies, account for 69.6% of the corpus, while Latin American participation remains marginal (Pitelis *et al*., 2024): Brazil, Colombia and Mexico appear in the co-authorship network but not among the ten most productive countries. No cluster specifically represents natural resource-intensive sectors. Only 9 of the 7,565 titles (0.12%) mention mining, compared with 350 related to manufacturing and 190 related to tourism and hospitality. These studies, conducted in Australia (Bakker and Shepherd, 2017; Javanmardi Kashan *et al*., 2021), South Africa (Hilsenrath and Pogue, 2017; Bag *et al*., 2022), Ghana (Bai *et al*., 2017) and China (Xu *et al*., 2023), address topics identified as central in the thematic clusters. Mining is a sector in which the ability to reconfigure resources is particularly relevant, given its exposure to high uncertainty, long-term investment projects and increasing environmental demands. Moreover, the sector

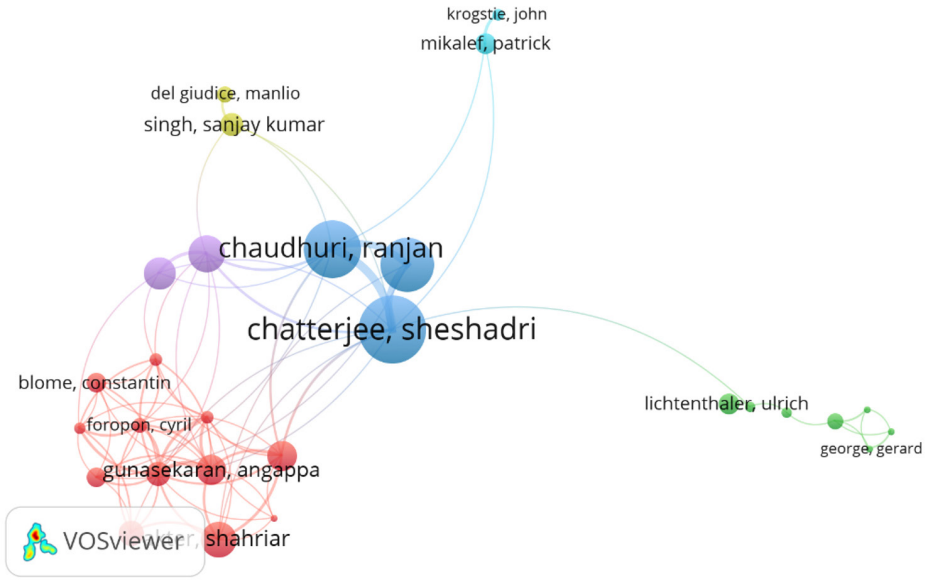


Figure 3. Co-authorship network of the scientific output. Source: Own elaboration based on WoS data processed with VOSviewer.

is economically important in emerging economies that are scarcely represented in the corpus.

Conclusions

From a theoretical perspective, the study provides an updated map of research on dynamic capabilities and organizational performance, extending the coverage of earlier bibliometric studies to 2025. The concept, which emerged to explain why some firms adapt more effectively than others, is now applied mainly to specific research areas, while natural resource-intensive sectors remain largely unexplored. From a practical perspective, the map allows researchers to identify established research areas and the leading journals, institutions and countries in the field. It also highlights for managers in sectors such as mining that the available evidence comes almost entirely from other sectors and from developed economies. For those entering the field, the map provides an entry point to its foundational works, journals and unresolved research questions; for established researchers, it helps situate their work and identify potential collaborators.

The study has several limitations. First, it relies on a single search strategy, which may omit relevant publications when metadata are incomplete. Second, it is quantitative: it measures research volume, citations and influence, but does not evaluate the content of each article or select studies by applying inclusion and exclusion criteria individually. Third, WoS coverage varies across regions, languages and journal types (Mongeon and Paul-Hus, 2016). Fourth, the available evidence is concentrated in developed economies and outside resource-intensive sectors.

Future research priorities emerge from the clusters and the limitations identified. First, given the sectoral gap identified in this study, a systematic literature review with explicit selection criteria (Hernández-Perlines *et al*., 2023) should examine how the relationship between dynamic capabilities and organizational performance has been studied in mining. Four additional research questions arise from gaps in the available evidence: how entrepreneurial orientation (196 titles, of which 4 are set in Latin America) contributes to the development of dynamic capabilities in small firms in emerging economies; whether the relationship between dynamic capabilities and performance is mediated by ordinary capabilities (9 titles); how digital transformation (476 titles, including 12 on microfoundations) translates into performance through sensing, seizing and transforming; and whether ambidexterity sustains

TABLE VI
JOURNALS IN WHICH THE SCIENTIFIC OUTPUT IS PUBLISHED

R	Journals	NP	% Tt	TC-CD	PC-CD	h-CD	FI 5Y	Q
1	*Sustainability*	358	4.73	7,157	19.99	43	0.67	Q2
2	*Journal of Business Research*	279	3.69	28,606	102.53	89	2.08	Q1
3	*Industrial Marketing Management*	156	2.06	8,208	52.62	50	1.63	Q1
4	*Technological Forecasting and Social Change*	146	1.93	8,547	58.54	53	2.53	Q1
5	*Business Strategy and the Environment*	142	1.88	7,316	51.52	47	2.76	Q1
6	*Management Decision*	113	1.49	4,646	41.12	37	1.13	Q1
7	*Journal of Knowledge Management*	97	1.28	4,767	49.14	37	2.08	Q1
8	*IEEE Transactions on Engineering Management*	96	1.27	3,066	31.94	28	1.11	Q1
9	*Journal of Business Industrial Marketing*	94	1.24	2,634	28.02	34	0.72	Q2
10	*International Journal of Production Economics*	88	1.16	10,648	121.00	51	1.86	Q1
	Total of the set	**1,569**	**20.74**	**85,595**	**54.55**	**139**		

R: Rank; NP: total articles in the search vector only; % Tt: share of articles in the total of the search vectors; PC-CD: average citations per article in the search vectors; h-CD: h-index in the search vectors only; TC-CD: total citations in the search vectors only; FI 5Y: five-year journal impact factor; Q: quartile in the category. Source: Own elaboration based on WoS data.

TABLE VII
INSTITUTIONS ASSOCIATED WITH THE SCIENTIFIC OUTPUT, BY AUTHOR AFFILIATION

R	Organizations	Country	NP	% Tt	TC-CD	PC-CD	h-CD
1	Indian Institutes of Management (IIM)	India	146	1.93	4,411	30.2	37
2	Indian Institutes of Technology (IIT)	India	103	1.36	3,888	37.7	34
3	State University System of Florida	United States	93	1.23	6,530	70.2	38
4	University of London	England	87	1.15	5,163	59.3	35
5	University System of Ohio	United States	78	1.03	4,802	61.6	34
6	Chinese Academy of Sciences	China	69	0.91	2,565	37.2	27
7	University of Leeds	England	66	0.87	4,301	65.2	34
8	University of Valencia	Spain	65	0.86	3,527	54.3	29
9	Indian Institute of Technology Kharagpur (IIT Kharagpur)	India	64	0.85	2,269	35.5	24
10	University System of Georgia	United States	61	0.81	5,078	83.2	29
	Total of the set		**832**	**11.00**	**42,534**	**51.12**	–

R: Rank; NP: total articles in the search vectors only; % Tt: share of articles in the total of the search vectors; TC-CD: total citations; PC-CD: average citations per article; h-CD: h-index in the search vectors only. The total is the sum of the ten rows: an article co-authored by more than one of these institutions is counted once for each, and the h-index of the set is not reported because it cannot be obtained by adding rows. Source: Own elaboration based on WoS data.

TABLE VIII
CO-AUTHORSHIP CLUSTERS OF THE MOST CITED SCIENTIFIC OUTPUT

Cluster 1 red (7)	Cluster 2 green (6)	Cluster 3 blue (5)	Cluster 4 yellow (2)	Cluster 5 purple (2)
Copenhagen Business School	***University of Birmingham***	University of Granada	Indian Institute of Technology Kharagpur (IIT Kharagpur)	***University of Seville***
Jiangsu University	University of Essex	Jilin University	***University of Nicosia***	University of Valencia
RMIT University	University of Kent	NEOMA Business School		
University of São Paulo	University of Leeds	***Hong Kong Polytechnic University***		
University of Science and Technology of China	University of Manchester	Zhejiang University		
University of Technology Sydney	University of Vaasa			
Xi'an Jiaotong University				

The institution with the most co-authorships in each cluster is shown in bold italics. Source: Own elaboration based on WoS data processed with VOSviewer.

performance during disruptions, given that its relationship with resilience is addressed in only 26 titles.

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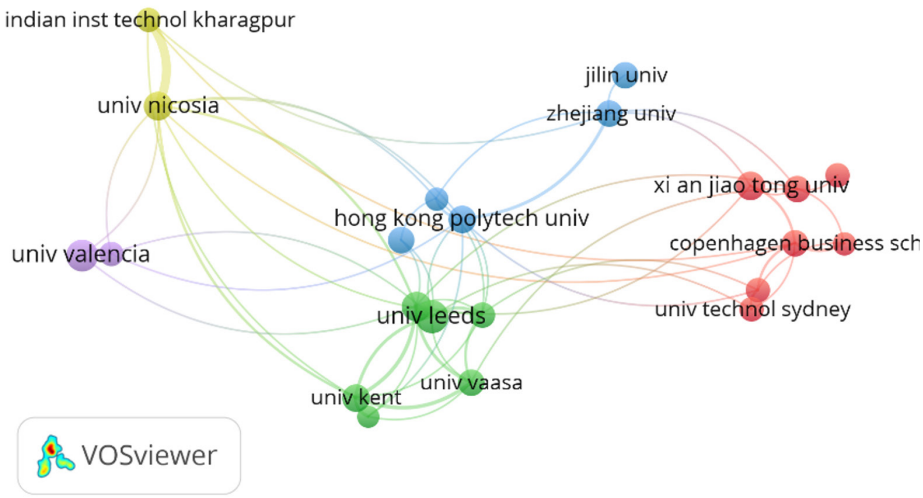


Figure 4. Network of the institutions with the most co-authorships. Source: Own elaboration based on WoS data processed with VOSviewer.

TABLE IX
COUNTRIES ASSOCIATED WITH THE SCIENTIFIC OUTPUT, BY AUTHOR AFFILIATION

R	Countries	NP	% Tt	TC-CD	PC-CD	h-CD
1	China	1,548	20.46	51,403	33.21	106
2	United States	1,250	16.52	127,684	102.15	174
3	England	987	13.05	56,062	56.80	122
4	Spain	610	8.06	28,608	46.90	81
5	Australia	481	6.36	23,907	49.70	78
6	India	465	6.15	17,231	37.06	65
7	France	405	5.35	27,039	66.76	84
8	Italy	404	5.34	22,475	55.63	83
9	Germany	341	4.51	22,766	66.76	76
10	Malaysia	265	3.50	6,836	25.80	43
	Total of the set	**5,264**	**69.58**	**283,031**	53.87	**220**

R: Rank; NP: total articles on the topic; % Tt: share of total articles; TC-CD: total citations in the search vectors only; PC-CD: average citations per article in the search vectors; h-CD: h-index of the articles considered. Source: Own elaboration based on WoS data.

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TABLE X
COUNTRY CO-AUTHORSHIP CLUSTERS

Cluster	Color	Countries	Count
Cluster 1	Red	Bangladesh, Egypt, Indonesia, Japan, Jordan, Malaysia, Pakistan, ***China***, Saudi Arabia, Taiwan, Thailand, Türkiye (Turkey), Vietnam	13
Cluster 2	Green	Austria, Canada, Denmark, ***England***, Finland, Germany, Iran, Netherlands, Norway, Scotland, Sweden, Switzerland, United States	13
Cluster 3	Blue	Cyprus, ***France***, Greece, India, Italy, Singapore, Turkey (Turkey), United Arab Emirates, Wales	9
Cluster 4	Yellow	Brazil, Colombia, Ireland, Mexico, Portugal, Russia, ***Spain***	7
Cluster 5	Purple	***Australia***, Ghana, New Zealand, Poland, South Africa	5
Cluster 6	Light blue	***South Korea***	1

The country with the most co-authorships in each cluster is shown in bold italics. Turkey and Türkiye designate the same country: in June 2022, its government formally requested the United Nations to change its English name from Turkey to Türkiye, and WoS records both spellings. For fidelity to the source, both are kept as recorded by WoS. Source: Own elaboration based on WoS data processed with VOSviewer.

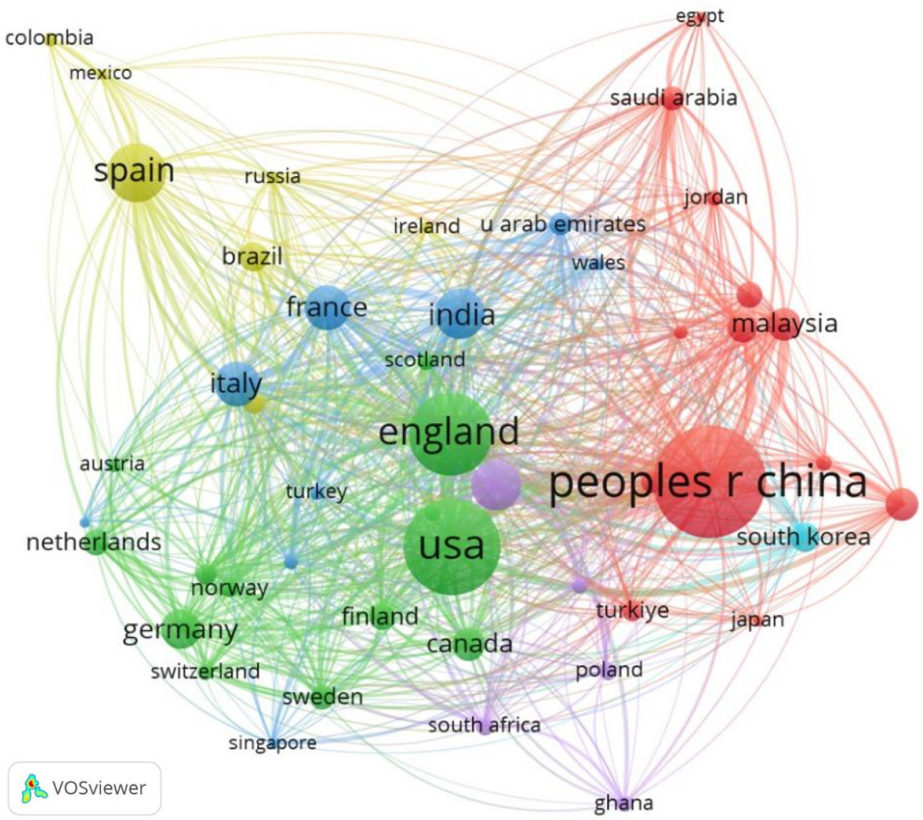


Figure 5. Co-authorship among countries. Source: Own elaboration based on WoS data processed with VOSviewer.

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TABLE XI
CO-OCCURRENCE CLUSTERS IN THE USE OF AUTHOR KEYWORDS

Cluster 1 red (11)	Cluster 2 green (9)	Cluster 3 blue (5)	Cluster 4 yellow (5)
artificial intelligence	absorptive capacity	business model innovation	ambidexterity
china	competitive advantage	entrepreneurial orientation	capabilities
covid-19	***dynamic capabilities***	***firm performance***	entrepreneurship
digital transformation	innovation performance	market orientation	***innovation***
digitalization	knowledge management	smes	performance
dynamic capability	open innovation		
financial performance	organizational learning		
green innovation	organizational performance		
resilience	resource-based view		
supply chain resilience			
sustainability			

The keyword with the most occurrences in each cluster is shown in bold italics. Source: Own elaboration based on WoS data.

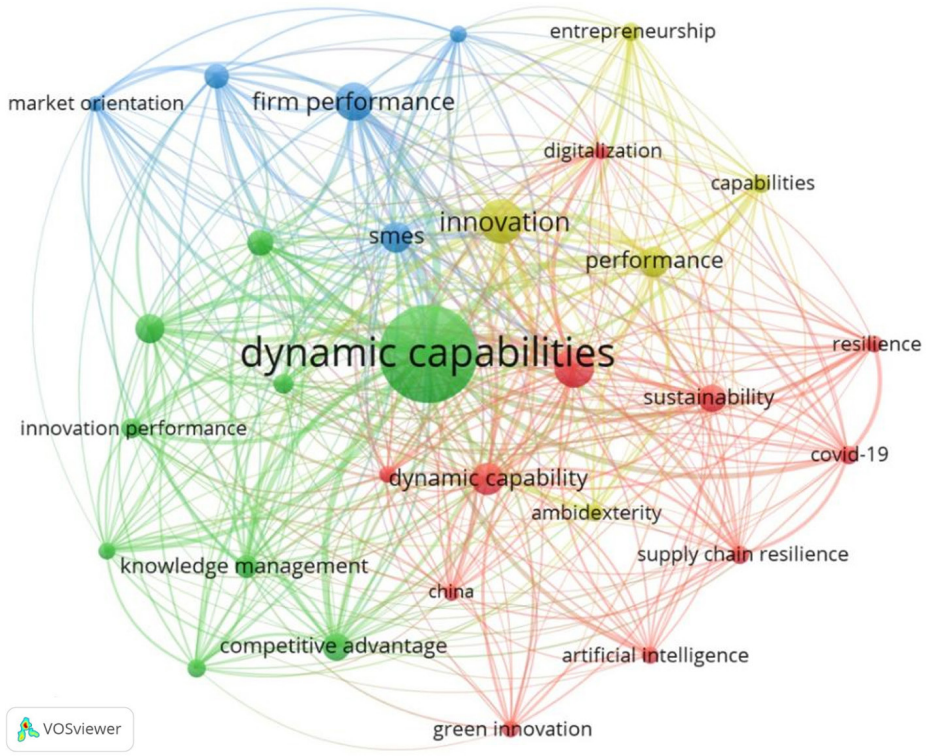


Figure 6. Scientometric map of research on "dynamic capabilities" and "organizational performance". Source: Own elaboration based on WoS data processed with VOSviewer.

TABLE XII
MOST FREQUENT AUTHOR KEYWORDS

R	Keyword	Occurrences
1	dynamic capabilities	1,407
2	innovation	454
3	digital transformation	384
4	firm performance	351
5	dynamic capability	282
6	smes	269
7	performance	268
8	absorptive capacity	240
9	competitive advantage	218
10	sustainability	217

Source: Own elaboration based on WoS data.

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CAPACIDADES DINÁMICAS Y DESEMPEÑO ORGANIZACIONAL: UN ANÁLISIS CIENCIOMÉTRICO

Sergio Torrealba-Triviño, Luis Araya-Castillo, Hugo Moraga-Flores y Fabián Palma-Jara

RESUMEN

Este artículo presenta un análisis cienciométrico de la evolución y la estructura de la investigación sobre capacidades dinámicas y desempeño organizacional indexada en la Colección Principal de Web of Science (WoS) entre 1975 y 2025. El estudio examina cómo han evolucionado la producción científica y las citas a lo largo del tiempo, cómo se distribuyen las publicaciones entre autores, revistas, instituciones y países, y qué líneas temáticas caracterizan el campo. El análisis combina indicadores de producción e impacto con análisis de coautoría y coocurrencia de palabras clave. Los resultados identifican 7.565 artículos y cuatro clústeres temáticos, con un crecimiento exponencial de la producción (una tasa anual de crecimiento de 23,81%) concentrado en la última década. La producción se concentra en diez países, la mayoría de ellos con economías desarrolladas, mientras que la investigación sobre los sectores intensivos en recursos naturales está escasamente representada: la minería se menciona en apenas 9 de los 7.565 títulos. El estudio aporta una síntesis amplia y replicable del campo y plantea una agenda que abre el camino a una revisión sistemática centrada en la minería.

CAPACIDADES DINÂMICAS E DESEMPENHO ORGANIZACIONAL: UMA ANÁLISE CIENCIOMÉTRICA

Sergio Torrealba-Triviño, Luis Araya-Castillo, Hugo Moraga-Flores e Fabián Palma-Jara

RESUMO

Este artigo apresenta uma análise cienciométrica da evolução e da estrutura da pesquisa sobre capacidades dinâmicas e desempenho organizacional indexada na Coleção Principal da Web of Science (WoS) entre 1975 e 2025. O estudo examina como a produção científica e as citações evoluíram ao longo do tempo, como as publicações se distribuem entre autores, periódicos, instituições e países, e quais linhas temáticas caracterizam o campo. A análise combina indicadores de produção e impacto com análises de coautoria e coocorrência de palavras-chave. Os resultados identificam 7.565 artigos e quatro clusters temáticos, com crescimento exponencial da produção (uma taxa anual de crescimento de 23,81%) concentrado na última década. A produção se concentra em dez países, a maioria deles com economias desenvolvidas, enquanto a pesquisa sobre os setores intensivos em recursos naturais é pouco representada: a mineração é mencionada em apenas 9 dos 7.565 títulos. O estudo oferece uma síntese ampla e replicável do campo e apresenta uma agenda que abre caminho para uma revisão sistemática centrada na mineração.

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