



DYNAMIC IMPROVISATION CAPABILITY: A BIBLIOMETRIC ANALYSIS AND SYSTEMATIC LITERATURE REVIEW

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Abstract. This study aims to map the research collaboration structure and thematic evolution regarding dynamic improvisation capabilities. It employs a qualitative approach using a Systematic Literature Review (SLR) method combined with bibliometric analysis. Articles were sourced from the Scopus database, covering the publication period of 2021–2026. The selection process followed PRISMA guidelines, resulting in 60 articles that met the inclusion criteria for further analysis. The analysis reveals that research on dynamic improvisation capabilities remains limited, with only two articles identified published by Emerald in 2022 and Elsevier in 2024. A bibliometric approach was used with data taken from Publish or Perish thru searches with the keywords "dynamic capabilities" and "Improvisation." The analysis was conducted using the VOSviewer software and combined several bibliometric techniques. Instead, research remains dominated by the use of separate terms, such as "dynamic capability," "improvisation capability," and "improvisational capability". The overlay visualization, findings indicate that no nodes explicitly employ the term "Dynamic Improvisation Capability. Density Visualization Analysis, these three nodes are displayed in the brightest yellow there are three keywords with the highest density levels: improvisation, capability, and dynamic capability, the color blue indicates low density, suggesting that the topics specifically improvisational capability and improvisation capability have received relatively little attention in the research.

Keywords: dynamic, improvisation, capability, Bibliometric Analysis, VOSviewer

Abstrak. Studi ini bertujuan untuk memetakan struktur kolaborasi penelitian dan evolusi tematik terkait kemampuan improvisasi dinamis. Ini menggunakan pendekatan kualitatif dengan metode Tinjauan Pustaka Sistematis (SLR) yang dikombinasikan dengan analisis bibliometrik. Artikel-artikel diambil dari basis data Scopus, mencakup periode publikasi 2021–2026. Proses seleksi mengikuti pedoman PRISMA, menghasilkan 60 artikel yang memenuhi kriteria inklusi untuk analisis lebih lanjut. Analisis mengungkapkan bahwa penelitian tentang kemampuan improvisasi dinamis masih terbatas, dengan hanya dua artikel yang teridentifikasi diterbitkan oleh Emerald pada tahun 2022 dan Elsevier pada tahun 2024. Pendekatan bibliometrik digunakan dengan data yang diambil dari Publish or Perish melalui pencarian dengan kata kunci "kapabilitas dinamis" dan "improvisasi." Analisis dilakukan menggunakan perangkat lunak VOSviewer dan menggabungkan beberapa teknik bibliometrik. Sebaliknya, penelitian tetap didominasi oleh penggunaan istilah terpisah, seperti "kemampuan dinamis," "kemampuan improvisasi," dan "kemampuan improvisasional." Visualisasi overlay, temuan menunjukkan bahwa tidak ada node yang secara eksplisit menggunakan istilah "Kemampuan Improvisasi Dinamis." Analisis Visualisasi Kepadatan, ketiga node ini ditampilkan dalam warna kuning paling terang, terdapat tiga kata kunci dengan tingkat kepadatan tertinggi: improvisasi, kapabilitas, dan kapabilitas dinamis, warna biru menunjukkan kepadatan rendah, menunjukkan bahwa topik khususnya kapabilitas improvisasi dan kapabilitas improvisasi telah menerima perhatian yang relatif sedikit dalam penelitian.

Kata Kunci: dinamis, improvisasi, kapabilitas, Analisis Bibliometrik, VOSviewer

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INTRODUCTION

In recent years, the business environment has undergone rapid change driven by technological disruption, climate change, the imperative to transition to a low-carbon economy, geopolitical dynamics, and rising stakeholder expectations regarding sustainable business practices. Companies are required not only to deliver strong financial performance but also to demonstrate accountability regarding environmental, social, and governance (ESG) aspects. These conditions have prompted companies to prepare Sustainability Reports (SR) as a means of communicating their sustainability strategies, risks, and performance to investors, regulators, customers, and the public.

Although the number of companies in Indonesia issuing sustainability reports continues to rise, this increase in quantity has not been fully matched by an improvement in the quality of sustainability implementation. Research by (Wahyuningrum et al., 2025) which analyzed 767 sustainability reports from publicly listed Indonesian companies between 2016 and 2022 reveals that while the volume of reports increased significantly following the introduction of mandatory reporting, the quality of environmental disclosures remained inconsistent and even declined across certain indicators. These findings suggest that some companies remain focused on regulatory compliance rather than on strengthening organizational capabilities to manage sustainability issues adaptively.

The increase in sustainability demands has caused companies to face increasingly dynamic conditions. Changes in GRI standards, the development of ISSB standards, increasing investor pressure for ESG disclosures, and the emergence of various climate risks require companies to adjust their strategies in a relatively short time. Companies that only rely on standard operating procedures often experience delays in responding to these changes, which can potentially lower the quality of decision-making and the quality of the Sustainability Report. Therefore, companies need organizational capabilities that are not only adaptive but also able to generate solutions quickly in uncertain situations.

The business environment is constantly evolving, and companies unable to rapidly adapt to business challenges risk falling behind. Dynamic capabilities enable companies to transform their strategies and operations to address new challenges. These capabilities represent an organization's ability to adjust to a rapidly changing and complex environment a crucial factor for companies aiming to achieve strong sustainability performance. Companies with robust

dynamic capabilities can more quickly identify new opportunities in sustainable business, such as markets for eco-friendly products or avenues for emissions reduction. They are also better at anticipating threats, such as shifts in environmental regulations or changing consumer preferences. The ability to innovate is key to achieving sustainability; companies with dynamic capabilities can create new products and processes that are both more efficient and environmentally friendly.

In the perspective of Dynamic Capabilities Theory (Teece, 2007), organizations must be able to sense, seize, and reconfigure resources to remain competitive in a changing environment. However, the increasingly complex business environment indicates that the adaptation process often has to be carried out under conditions of incomplete information, making the time for comprehensive analysis very limited. In such conditions, companies need Dynamic Improvisation Capability, which is the organization's ability to simultaneously design and execute actions based on available knowledge, experience, and resources, allowing the organization to respond to changes quickly without losing strategic direction.

The concept of Dynamic Improvisation Capability has developed as an extension of the dynamic capabilities theory. (Chetty et al., 2024) explain that Dynamic Improvisation Capability enables organizations to build rapid organizational learning mechanisms when facing uncertainty, particularly in companies that are internationalizing. This capability allows organizations to combine their experience, knowledge, and resources to generate new solutions in real time, thereby enhancing their ability to adapt to changes in the business environment.

(Zhang et al., 2023) also show that improvisational capability is one of the important perspectives in the evolution of dynamic capabilities. They assert that organizations with improvisational capability are better able to respond to environmental changes, accelerate innovation, and enhance the effectiveness of decision-making processes in uncertain conditions. Thus, improvisation is not viewed as a spontaneous action without planning, but rather as a strategic capability that can be built thru organizational learning.

It has been demonstrated that dynamic capabilities are a necessary but insufficient condition for achieving superior performance, and that understanding the conditions under which dynamic capabilities tend to enhance firm performance is crucial (Wilden et al., 2013).

Empirical research by (Rehman and Saeed, 2015) argues that dynamic capabilities have a direct impact on organizational performance. Their study also demonstrates that organizational competence plays a positive moderating role in the relationship between organizational performance and dynamic capabilities.

(Fiss's, 2011) findings derived from a Qualitative Comparative Analysis using primary

data indicate that dynamic capabilities lead to competitive advantage in dynamic and munificent environments by enabling a combination of differentiation and a low-cost orientation. In stable and non-munificent environments, dynamic capabilities are effective in supporting a low-cost orientation. The central insight of this study is that the relationship between dynamic capabilities and competitive advantage depends on the strategic fit between organizational and environmental factors, thereby contributing to the more rigorous and configurational perspective on capabilities advanced by (Fainshmidt et al., 2019).

Other empirical findings indicate that improvisational capability contributes to the enhancement of Business Model Innovation. (Van de Wetering et al., 2023) found that improvisational capability and dynamic capability together enhance a company's ability to create business model innovations, which ultimately impacts the improvement of organizational performance. The results show that improvisational capability is an important factor in facing rapid environmental changes, including changes in sustainability and ESG demands.

In the context of companies publishing Sustainability Reports, Dynamic Improvisation Capability plays an increasingly strategic role. The preparation of the Sustainability Report is not just a reporting process, but rather the result of the organization's ability to integrate cross-functional information, identify sustainability risks, adjust business strategies, and respond quickly to regulatory changes. When companies face changes in ESG indicators, increasing demands for transparency, or the emergence of unexpected environmental risks, organizations with Dynamic Improvisation Capability will be better able to coordinate resources, accelerate learning, and make adaptive decisions compared to companies that only rely on formal procedures.

However, research on Dynamic Improvisation Capability is still very limited. Most research on Dynamic Improvisation Capability generally focuses on innovation, internationalization, or organizational performance, so the relationship between Dynamic Improvisation Capability and sustainability implementation, particularly in companies that publish Sustainability Reports, has not been extensively explored. This research gap opens up opportunities to develop an empirical model that explains how Dynamic Improvisation Capability can enhance the effectiveness of ESG implementation, the quality of Sustainability Reports, and the sustainability performance of companies.

Based on the phenomenon of increasing sustainability reporting obligations, the growing complexity of ESG implementation demands, and the existing gap between reporting compliance and the quality of sustainability implementation, the application of Dynamic

Improvisation Capability is becoming increasingly important for companies. This capability is believed to enhance the organization's ability to respond to regulatory changes, integrate sustainability information across functions, accelerate the organizational learning process, and produce strategic decisions that support the company's sustainability. Therefore, research on Dynamic Improvisation Capability in companies that publish Sustainability Reports in Indonesia is of high urgency, both to enrich the development of Dynamic Capabilities theory and to provide practical implications for companies in improving the quality of sustainability implementation and long-term competitiveness.

The research question (RQ) in this article is “how organizations integrate improvisational capabilities with dynamic capabilities in facing a business environment full of uncertainty?”. According to RQ, we try to identify it through a Bibliometric and Systematic Literature Review. We identified articles related to Dynamic Capability and Improvisation published between 2021 to 2026.

METHOD

The framework of the research analysis method uses the Publish or Perish tool as a source of bibliographic data and VOSviewer as a tool for visualization and network analysis.

The Procedure of Systematic Review

Systematic review is a type of research methodology that aims to evaluate, discover, and examine all previous findings related to a particular topic, research question, or emerging phenomenon (Wolor et al., 2021). The process of systematic review usually consists of formulating research questions, searching in systematic literature reviews, screening and tracing articles, analysis and synthesis, and compilation of the final report (Perry & Hammond, 2002).

A systematic literature review consists of several stages: identifying the context and objectives as well as the research questions, searching for literature sources, setting criteria, extracting data, and synthesizing data (Cordeiro Vasconcelos et al., 2013). A systematic review approach based on PRISMA criteria was used to conduct this review. This approach is based on a thorough examination of relevant literature (research articles, policy documents, and reports) (Liberati et al., 2009).

Findings Literature Sources

The literature search strategy begins with setting the research objectives. The studies to be reviewed were collected using the Publish or Perish tool with the keyword "Dynamic

Improvisation Capability," covering articles published in the last 6 years (2021–2026).

Scopus is the database for this literature search. The literature search was conducted on the Scopus database by searching based on the author's name and publisher, covering the period from 2021 to 2026. This database was chosen based on the research focus on Dynamic Improvisation Capability.

Selection Criteria

The authors filter the selected articles based on criteria that align with the article's theme. The published articles are chosen from the years 2021 to 2026. The selected articles are in the form of journals, and the chosen publishers are from scopus publications such as Elsevier, Springer, Emerald, Wiley, World Scientific, and Sage, etc. Here is a summary of the selection criteria from the systematic literature survey presented in Table 1.

Table 1. Filtering Data Criteria

No.	Criteria	Scopus	Non Scopus	Total
1.	Dynamic Capability	33	4	37
2.	Improvisation	25	13	38
3.	Dynamic Improvisation Capability	2	1	3
Total		18	60	78

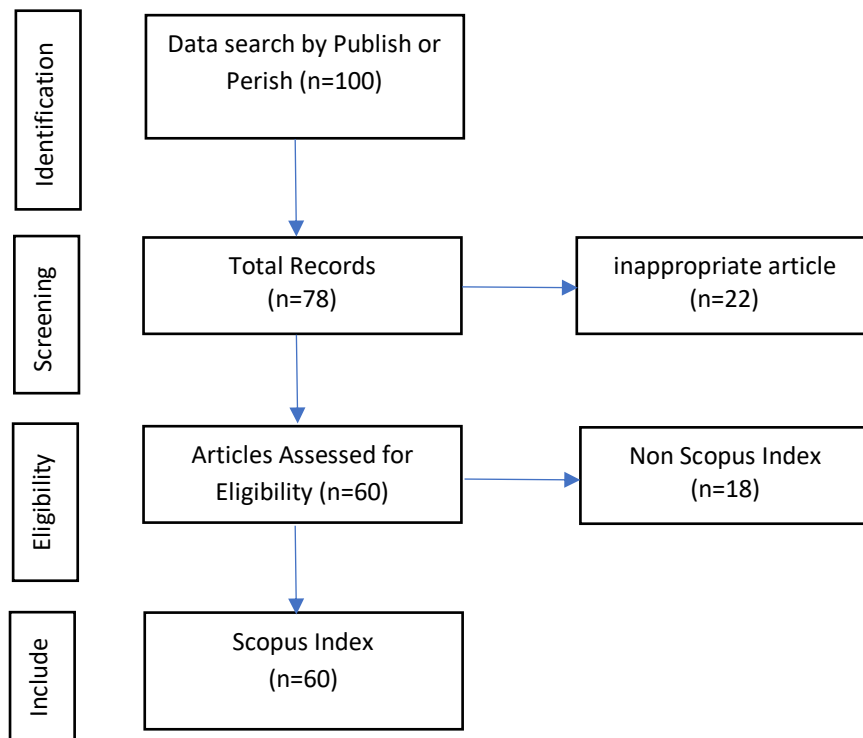
Source: Data Processed, 2026

Establishing inclusion and exclusion criteria for the study and evaluating the quality of the research to be included are the two primary parts of a systematic literature review (Čablová et al., 2017). The huge list of initially found publications was reduced to pertinent specialized literature by using inclusion and exclusion criteria. The papers were found using a database search with the keyword "Dynamic Improvisation Capability" using the "Publish or Perish" software.

Three inclusion criteria were established for the first search

There are have three inclusion criteria consist of (1) literature published in English; (2) literature containing at least one phrase or keyword; and (3) research conducted within the last six years (2021–2026). Next, articles that met the inclusion criteria but were not relevant to the topic were excluded. The search yielded 60 findings after the inclusion and exclusion criteria were applied.

Figure 1 below illustrates how finding articles is related to Dynamic Improvisation Capability, beginning with searching for articles in the Scopus index. In the initial step, we looked through 100 papers in the Publish or Perish database. We screened the articles in the second stage by choosing them according to criteria.



Source: Primary data processed by researchers (2026)

Figure 1. Systematic Literature Review

RESULTS

The author provides information on the author, paper title, year, and journal name in the preliminary analysis. The chosen publisher and the quantity of journals used are then shown. Discussing the results with pertinent references is the final stage.

Bibliometric Analysis

Based on these results, the data shows the presence of 33 articles on Dynamic Capability. Furthermore, there are 25 articles on the theme of Improvisation, but only 2 articles discuss the topic of Dynamic Improvisation Capability, namely the work of (Chetty et al., 2024) published in the "Elsevier" journal and the work of (Yoshikuni, 2022) published in the "Emerald" journal.

Co-Occurrence Analysis

The figure 2 below is a visualization of a co-occurrence network from VOSviewer that shows the relationships between keywords in research on Dynamic Improvisation Capability. On this map, each node (circle) represents a keyword, the size of the node indicates the

frequency of the keyword's occurrence in publications, while the connecting lines (links) show the strength of the relationship or co-occurrence between keywords. The thicker the line, the stronger the relationship between the keywords. Additionally, different colors indicate the clustering of research themes that have conceptual proximity.



Source: Primary data processed by researchers (2026)

Figure 2. Network Visualization

Based on the results of the visualization, there are two main clusters that form the structure of the research. The first cluster (red) consists of the keywords improvisation, capability, and improvisation capability. This cluster indicates that previous research has focused more on the basic concepts of organizational improvisation and the development of improvisation capabilities as the company's ability to respond to unexpected situations.

In this cluster, the keyword capability serves as the main connecting node (hub), as it has a strong relationship with both improvisation and improvisation capability. This indicates that capability is the main foundation in explaining how organizations build improvisation ability. Meanwhile, the second cluster (green) consists of the keywords dynamic capability, innovation, and improvisational capability. This cluster shows the development of research linking improvisation with the perspective of Dynamic Capability Theory.

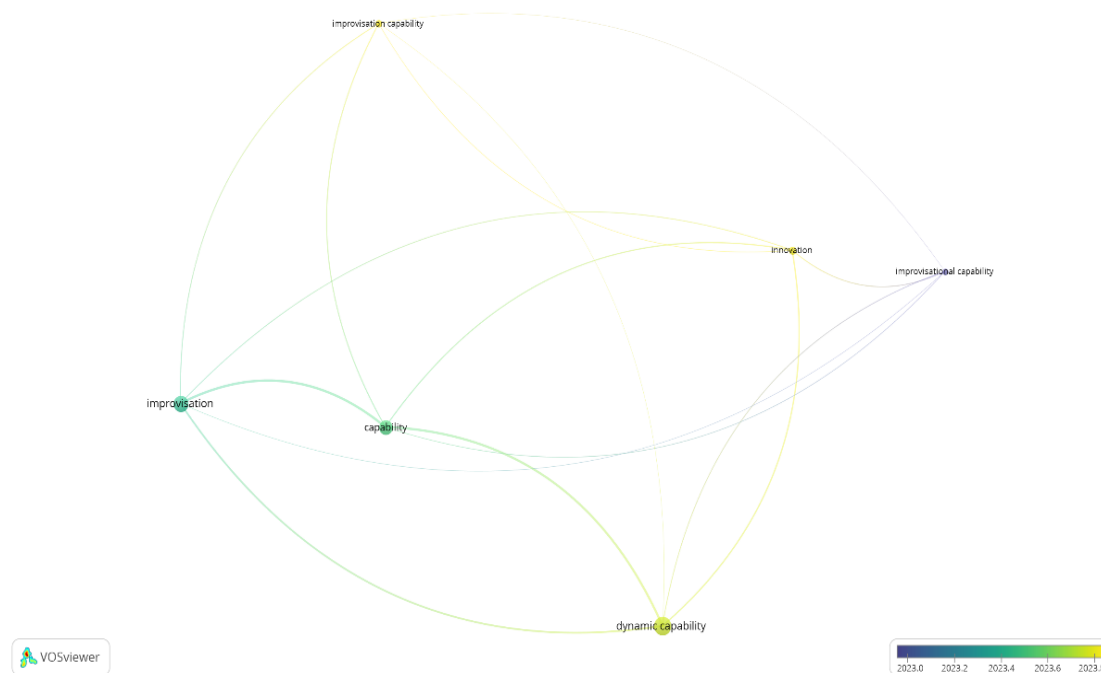
An analysis of the inter-cluster relationships reveals several lines connecting keywords across the two groups, particularly through the nodes of capability, innovation, and dynamic capability. This indicates that the two research themes did not evolve in isolation but rather

complement each other. The concept of improvisation has evolved from an individual or organizational capacity for spontaneous action into a strategic capability that fosters innovation and competitive advantage.

Interestingly, the keyword "dynamic improvisation capability" has not yet emerged as a distinct node in this network. Instead, research remains dominated by the use of separate terms, such as "dynamic capability," "improvisation capability," and "improvisational capability." These findings indicate that the concept of Dynamic Improvisation Capability is still in an emerging stage and has not yet been widely adopted as a primary term in the literature. In other words, research that directly integrates the concepts of improvisation and dynamic capabilities remains relatively limited.

Overlay Visualization Analysis

The overlay visualization displays the temporal evolution of each keyword based on its average publication year. The color of each node indicates the period in which a keyword appeared: blue represents earlier topics, green signifies the developmental phase, and yellow denotes more recent topics. Based on the color scale in the image, the research evolution spans the range of 2023.0–2023.8; consequently, all topics are classified as recent, with shifts in research focus occurring over a relatively short period.



Source: Primary data processed by researchers (2026)

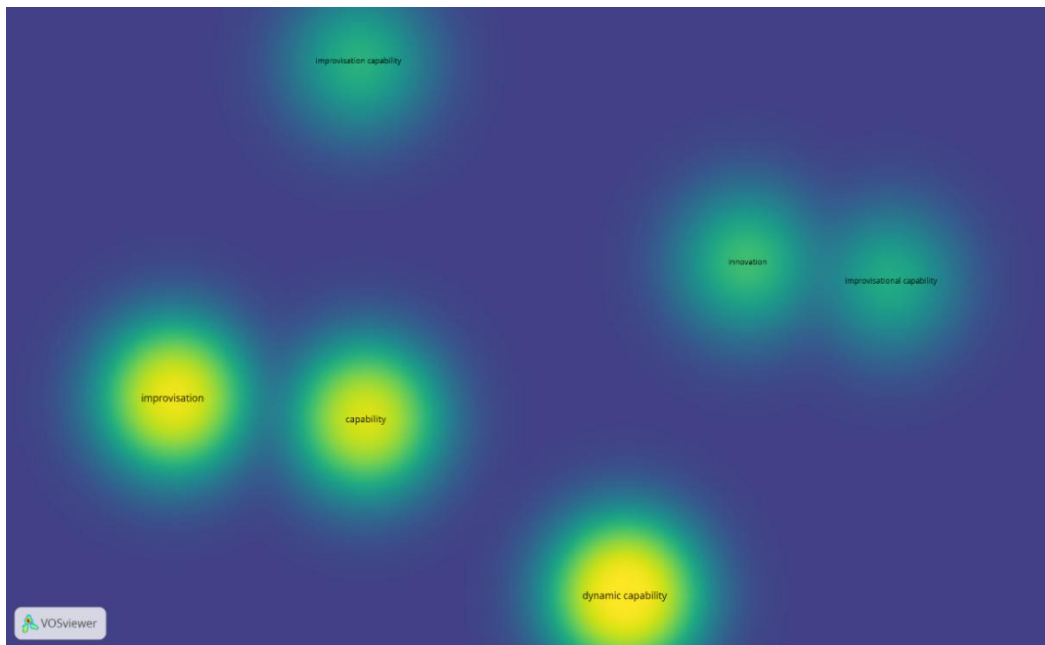
Figure 3. Overlay Visualization

Based on the overlay visualization above, it can be observed that the keyword "improvisational capability" remains blue; this indicates that the visualization reflects temporal evolution and demonstrates that the relationship between keywords has remained strong despite the development of research themes. The "capability" node appears to occupy a central position, linking "improvisation" and "dynamic capability." This positioning indicates that the concept of capability serves as a key link in the evolution of the research, integrating the discussion of improvisation with dynamic capability theory.

Other findings indicate that no nodes explicitly employ the term "Dynamic Improvisation Capability." Research continues to utilize standalone terms such as "improvisation capability," "improvisational capability," and "dynamic capability." This situation suggests that the integration of improvisation and dynamic capability concepts is evolving gradually and has not yet formed an established conceptual construct within the literature. Consequently, Dynamic Improvisation Capability can still be categorized as an emerging research topic a concept that is beginning to attract attention but has not yet been comprehensively explored.

Density Visualization Analysis

The image below is a density visualization used to identify the density of keyword occurrences within the analyzed body of literature. In this visualization, colors indicate the intensity of occurrence and the strength of the association between a keyword and others. Yellow represents the highest density level, signifying that the keyword has a high frequency of occurrence and a high rate of co-occurrence within the literature.



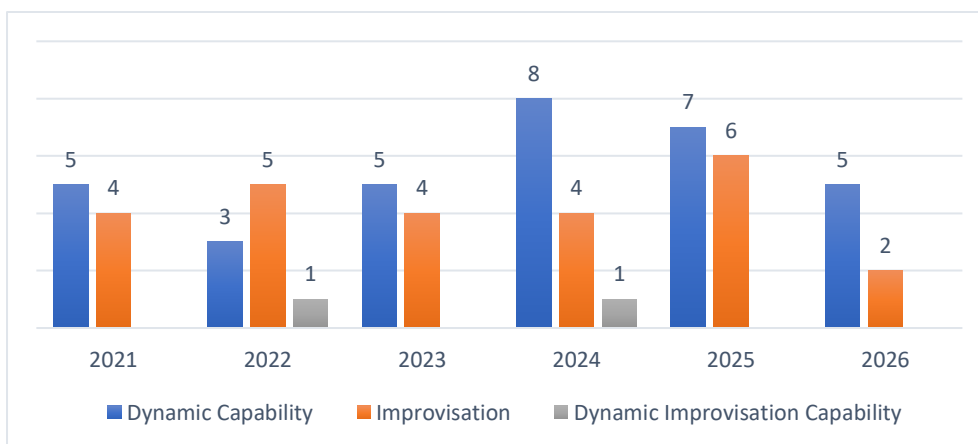
Source: Primary data processed by researchers (2026)

Figure 4. Density Visualization

Based on the figure, there are three keywords with the highest density levels: improvisation, capability, and dynamic capability. These three nodes are displayed in the brightest yellow, indicating that these themes are the primary focus of the analyzed literature. Conversely, the color blue indicates low density, suggesting that the topics specifically improvisational capability and improvisation capability have received relatively little attention in the research.

Publication per Year

The figure below shows the trend in the number of publications addressing three main topics consist of Dynamic Capability, Improvisation, and Dynamic Improvisation Capability during the 2021–2026 period.



Source: Data Processed, 2026

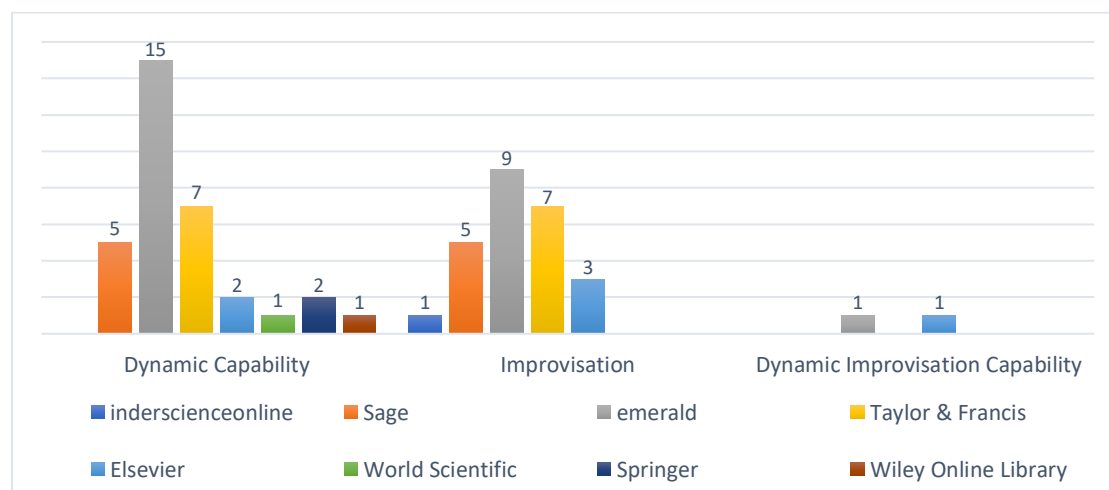
Figure 5. Publication per year

Based on the graph, Dynamic Capability is the most dominant topic compared to the other two. The number of publications regarding Dynamic Capability remained relatively stable in 2021 and 2023 with five publications each before dropping to three in 2022. Subsequently, there was a significant increase in 2024, reaching eight publications the highest figure during the observation period. Despite slight declines to seven publications in 2025 and five in 2026, the overall trend indicates that Dynamic Capability remains the most frequently studied research theme. These findings suggest that Dynamic Capability theory has evolved into a key perspective within strategic management research for explaining an organization's ability to adapt to dynamic changes in the business environment.

In contrast to Dynamic Capability, the topic of Improvisation exhibits a more fluctuating pattern of development. There were four publications in 2021, rising to five in 2022. This figure dropped back to four in 2023 and remained unchanged in 2024. An increase occurred again in 2025, reaching six publications, before a sharp decline to two publications in 2026.

Meanwhile, Dynamic Improvisation Capability (DIC) shows a very limited number of publications. During the observation period, publications regarding DIC appeared only in 2022 and 2024 with one publication each whereas no publications were found for the other years.

Classification of Articles by Publisher



Source: Data Processed, 2026

Figure 6. Classification of Articles by Publisher

From the 60 journal articles identified, 33 articles discussed Dynamic Capability, 25 articles discussed Improvisation, and 2 research article discussed Dynamic Improvisation Capability. The largest number of publications for the article on Dynamic Capability comes from the publisher Emerald, which published 15 articles. Next is Taylor & Francis with 7

articles, followed by SAGE Publications with 5 articles. A relatively smaller contribution is seen from the publisher Elsevier with 2 articles, while World Scientific published only 1 article.

The Improvisation journal has 25 publications consisting of 9 articles from the publisher Emerald, followed by Taylor & Francis with 7 articles, SAGE publications with 5 articles, then 3 articles from Elsevier, and Inderscience Online with only 1 article. Dynamic Improvisation Capability shows a very limited number of publications. Based on the literature search results, only two articles explicitly using the concept were found, each published by Emerald Publishing and Elsevier.

DISCUSSION

From a bibliometric approach, the network patterns indicate an evolution of the concept. Early research focused on improvisation as an organization's spontaneous response to uncertainty, then evolved into improvisation capability, and then connected to a dynamic capability. The development process illustrates that improvisation is no longer viewed as a temporary action, but rather as an organizational capability that can be managed to enhance adaptability and innovation.

The most important finding from the density visualization is the absence of the keyword "Dynamic Improvisation Capability" as a high-density area. This indicates that the integration between improvisation theory and dynamic capability theory has not yet been deeply explored by researchers. In other words, previous studies have preferred to discuss improvisation, improvisational capability, or dynamic capability separately, while research that combines these two perspectives into the concept of Dynamic Improvisation Capability is still very limited.

From the density pattern analysis, it shows that the research structure is still dominated by established themes, such as capability and dynamic capability, while research on improvisational capability is still at the developing theme stage. This condition opens up opportunities to develop the concept of Dynamic Improvisation Capability as a synthesis of the two approaches. This integration becomes increasingly relevant in the context of rising business environment uncertainties, digital transformation, ESG implementation, and organizational sustainability demands that require the ability to adapt quickly yet purposefully. Thus, the results of Density Visualization provide evidence that there is a research gap in the literature. Although research on capability, dynamic capability, and improvisation has developed extensively, studies that integrate all three into a cohesive construct are still very

limited. Therefore, research on Dynamic Improvisation Capability has significant scientific contributions as it has the potential to expand dynamic capability theory by incorporating the dimension of improvisation as an organizational mechanism in responding to environmental changes quickly, adaptively, and innovatively.

As a result, it provides strong justification that Dynamic Improvisation Capability is a research area that still has room for conceptual and empirical development, emphasizing the importance of conducting a Systematic Literature Review (SLR) or bibliometric studies to build definitions, dimensions, and future research agendas regarding Dynamic Improvisation Capability as a strategic organizational capability in an increasingly dynamic business environment.

Publication trend analysis shows that Dynamic Capability has entered the maturity stage (mature research area) with consistently high publication numbers. Improvisation is in the developing stage (developing research area) as it still shows fluctuations in publication numbers. Conversely, Dynamic Improvisation Capability is still in the early development stage (emerging research area), characterized by very few publications and no continuity from year to year. Thus, there is a clear research gap, as studies integrating the concepts of dynamic capability and improvisation into Dynamic Improvisation Capability are still very limited.

Out of the sixty journals found, thirty-three discuss dynamic capabilities, twenty-five discuss improvisation, and two research publications discuss dynamic improvisation capabilities, which was in 2022 published by AC Yoshikuni in Emerald and by Chetty in 2024 in Elsevier.

Dynamic Improvisation Capability is still an emerging topic with a very low level of exploration, thus possessing high novelty and potential scientific contribution. Thus, research on Dynamic Improvisation Capability, whether thru Systematic Literature Review (SLR), bibliometric analysis, or empirical studies, is still very much needed to enrich the strategic management literature and explain how organizations integrate improvisation capabilities with dynamic capabilities in facing a business environment full of uncertainty

CONCLUSION

The analysis of publication distribution by publisher shows that Emerald Publishing is the most dominant publisher in research on Dynamic Capability and Improvisation, while research on Dynamic Improvisation Capability is still very limited and only found in Emerald and Elsevier. These findings reinforce the results of previous analyzes of Network Visualization, Overlay Visualization, and Density Visualization, which indicate that Dynamic

Improvisation Capability is still an emerging topic. Therefore, further research is necessary to enrich the literature, build a stronger conceptual foundation, and expand empirical evidence regarding the role of Dynamic Improvisation Capability as a strategic capability in facing an increasingly dynamic and uncertain business environment.

RECOMMENDATIONS

The study of improvisation and dynamic capabilities has a strong connection, but the integration of both into the concept of Dynamic Improvisation Capability is still not dominant in the literature. Thus, there is an opportunity for theory development through conceptual studies and empirical research examining the role of Dynamic Improvisation Capability in enhancing organizational adaptability, innovation, and performance amidst environmental changes and the demands of business transformation. Therefore, it is recommended that future researchers address the topic of Dynamic Improvisation Capability.

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