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Dinamik Yetenekler Çerçevesinin Stratejik Yönetim Literatüründeki Gelişimi: Sistemik Literatür Taraması

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Öz

Dinamik yetenekler çerçevesi, özellikle değişimin hızlı olduğu çevrelerde firmaların sürdürülebilir rekabet avantajını kazanmalarını ve bu avantajı sürdürebilmelerini kaynak temelli görüş ve rekabetçi güçler yaklaşımına göre daha iyi açıklayabilmekte, argümanlarını daha net ortaya koymaktadır. Bu çalışmanın amacı dinamik yetenekler kavramının stratejik yönetim literatüründe tartışıldığı ilk yıldan bu güne kadar geçen 25 yıllık sürede dinamik yeteneklerin nasıl bir gelişim süreci gösterdiğini, boyutlarındaki değişimlerle birlikte ele alarak incelemek ve alanda ampirik olarak çalışılmamış boşlukları tespit etmektir. Bu çalışmada dinamik yetenekler literatürü iki dönemde incelenmiştir. Dinamik yetenekler görüşünün ortaya çıktığı, boyutlarının kavramsallaştırıldığı ve iki ana akım etrafında şekillendiği ilk dönem 1997–2012 yılları arasını kapsamaktadır. İkinci dönemde ise dinamik yetenekler çerçevesinde iki temel akımın birbirine yakınlaştığı, kavramların ve boyutların netleştiği ve artan ampirik çalışmalarla birlikte dinamik yeteneklerin stratejik yönetim literatürünün hakim çerçevesi haline geldiği görülmektedir. Bu çalışmanın dinamik yetenekler çerçevesinin tarihsel gelişiminin açıklanması, gelişim süreci içerisinde kavramların ve alt boyutların evrimleşmesini etkileyen akımların belirlenmesi ve son dönemdeki çalışmalarla birlikte stratejik yönetim literatüründeki konumunun okuyucunun zihninde netleştirilmesi ve alanda ampirik çalışmalarla test edilmesi gereken boşlukları belirleyip okuyucuya önermesi açısından alana katkı yapması beklenmektedir.

Anahtar Kelimeler: Stratejik yönetim, dinamik yetenekler, kaynak temelli görüş, rekabet avantajı, firma performansı

JEL Kodları: L200, L210, L250

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Development of Dynamic Capabilities Framework in Strategic Management: A Systematic Literature Review

Abstract

The dynamic capabilities framework can better explain the ability of firms to gain and maintain a sustainable competitive advantage, especially in environments where change is rapid, than the resource-based view and competitive forces approach, and present its arguments more clearly. The aim of this study is to examine the development process of dynamic capabilities in the 25 years from the first year when the concept of dynamic capabilities was discussed in the strategic management literature, together with the changes in their dimensions, and to identify the gaps that have not been empirically studied in the field. In this study, the dynamic capabilities literature is examined in two periods. The first period (1997–2012) in which the dynamic capabilities view emerged, its dimensions were conceptualized and shaped around two mainstreams. In the second period, the two mainstreams converge within the framework of dynamic capabilities framework, and concepts and dimensions become clear. In addition, dynamic capabilities have become the dominant framework of the strategic management literature, with increasing empirical studies. It is expected that this study will contribute to the field in terms of explaining the historical development of the dynamic capabilities framework and determining the trends that affect the evolution of concepts and subdimensions during the development process. The study also aims to clarify the framework's position in the strategic management literature in the minds of the reader with recent studies, as well as identifying the gaps that need to be tested with empirical studies in the field, suggesting them to the reader.

Keywords: Strategic management, dynamic capabilities, resource based view, competitive advantage, firm performance

JEL Codes: L200, L210, L250

1. Giriş

Dinamik yetenekler (Teece & Pisano, 1994), firmaların rekabet avantajını nasıl kazanabileceklerini ve sürdürebileceklerini açıklamak için genişletilmiş bir paradigmaya ihtiyaç olduğunun anlaşılmasıyla birlikte yeni bir stratejik çerçeve olarak 90'lı yılların ortasından itibaren tartışılmaya başlanmıştır. Stratejik yönetim alanında ilk kez Teece ve arkadaşlarının 1997 yılında *Strategic Management Journal*'da yayınlanan "Dinamik Yetenekler ve Stratejik Yönetim" adlı makalesi ile gündeme gelen dinamik yetenekler kavramı, özellikle dinamik/çalkantılı çevre koşullarında firmaların rekabet avantajı kazanabilmeleri ve bu avantajı sürdürebilir kılabilmeleri için kendi dinamik yeteneklerini geliştirmeleri gerektiğini ifade etmektedir.

Dinamik yetenekler çerçevesi (Teece vd., 1997), belirli firmaların hızlı değişim şartları altında nasıl ve neden rekabet avantajı oluşturduğunu açıklamayı amaçlamaktadır. Böylece dinamik yetenekler görüşü, belirli bir rekabet avantajının istikrarlı koşullar altında nasıl korunabileceğini veya sürdürülebileceğini açıklayan ancak böyle bir rekabet avantajının ilk etapta nasıl kazanıldığını ve değişen koşullar altında nasıl sürdürülebileceğini açıklamayı ihmal eden diğer çerçevelerin araştırma boşluğunu doldurmayı hedeflemiştir. Özellikle çevresel değişim olgusunun kendisinde meydana gelen değişimler nedeniyle, kaynak temelli görüş (Barney, 1991; Penrose, 1959; Wernerfelt, 1984) ve rekabetçi güçler yaklaşımı (Porter, 1980) gibi mevcut çerçeveler (sürdürülebilir) rekabet avantajının ortaya çıkışını ve kaynaklarını açıklamada sınırlı kalmışlardır. Rekabetçi güçler yaklaşımı, rekabet avantajının bir endüstri içinde değerli konumlanmadan ve bu değerli konumu rakiplere ve yeni girenlere karşı korumaktan ileri geldiğini varsaymaktadır (Porter, 1980). Kaynak temelli bakış açısı ise, rekabet avantajının firmalar arasında heterojen olarak dağıtılan farklı kaynak ve yetenek demetlerine dayalı biçimde firma düzeyinde elde edilen verimlilik avantajlarından kaynaklandığını varsayar (Barney, 1991;

Penrose, 1959; Wernerfelt, 1984). Böylece, firmaya özel kaynak ve yetenek demetleri, firmanın değerli piyasa pozisyonlarını yakalama yeteneğini de kısmen açıklar (Spanos & Lioukas, 2001). Bununla birlikte dinamik yetenekler çerçevesi, yeni yeteneklerin nasıl geliştirilebileceğini ve yeni kaynak ve yetenek kombinasyonlarının, teknoloji ve pazar değişimi koşulları altında rekabet avantajı elde etmeye veya sürdürmeye nasıl yardımcı olduğunu açıklamaya çalışır (Teece vd., 1997). Dinamik yetenekler çerçevesi bu nedenle, "neden bazı firmalar dinamik rekabet ortamında başarılı olurken diğerleri başarısız olur" temel sorusuna bir cevap sağlamaya çalışır (Arend & Bromiley, 2009). Firma düzeyinde rekabet avantajı kaynaklarını daha iyi anlamının olağanüstü önemi, firmalar arasındaki performans farklılıklarının fark edilmesiyle desteklenir.

Teece ve arkadaşları çalışmalarında dinamik yetenekler kavramını değişimin sürekli olduğu çevrelerde firmaların iç ve dış yetkinliklerini birleştirme, inşa etme ve yeniden şekillendirme becerisi olarak tanımlamışlardır (Teece vd., 1997). Bir başka tanımda ise değişime vurgu yapılarak pazarda değişim yaratmak için kaynakları kazanma ya da tahliye etme, kaynakları birleştirme ve yeniden şekillendirme gibi uygulamaları içeren firma süreçleri olarak ifade edilmektedir (Eisenhardt & Martin, 2000). Zahra ve arkadaşları (2006) ise dinamik yetenekler kavramını, örgütlerin hayal ettikleri ve uygun olduğunu düşündükleri forma dönüşebilmek için kendi ana kaynaklarını ve rutinlerini yeniden yapılandırma yeteneği olarak genişletmişlerdir. Teece (2007), dinamik yeteneklerin örgütlerin üst yönetimine bağlı olarak; işletme süreçlerinden, sistemlerinden ve yapısından etkilendiğini belirtmektedir. Başka bir ifadeyle yazar, dinamik yeteneklerin, firmaların üst düzey yöneticileri tarafından ifade edilen tehditler ve fırsatlar ile ihtiyaçların karşılanmasına yönelik ayırt edici yapı, yetenek, süreç ve karar mekanizmalarının geliştirilmesine referans niteliği taşıdığını vurgulamaktadır.

Bu çalışmanın amacı dinamik yetenekler çerçevesinin stratejik yönetim literatüründe üst perdeden tartışılmaya başlandığı dönemden günümüze kadar gelişimini, tarihsel dönemlere ayırıp, dönemler içerisinde öne çıkan temel makaleler üzerinden tartışarak açıklamaktır. Dinamik yetenekler çerçevesi özellikle ilk dönemde iki ana akım etrafında şekillenmekte ve dinamik yeteneklerin alt boyutları konusunda çeşitlilik göstermektedir. Kavram ve boyutların netleştiği ikinci dönemde ise iki temel kampın birbirine yaklaştığı görülmektedir. İkinci dönemde dinamik yeteneklerin stratejik yönetim literatüründe daha fazla çalışılmaya başlandığı ve alanın hakim paradigması haline geldiği görülmektedir.

Dinamik yetenekler çerçevesinde daha önce literatür incelemesi yapılan çalışmalarda genellikle kısıtlı dönemler ya da diğer çerçevelerle olan çalışmalar ele alınarak incelemeler yapılmıştır. Çalışmanın uygulama kısmında sistematik literatür taraması yapılarak alanda yayımlanan makaleler incelenmiş ve söz konusu makaleler içerik olarak tasnif edilmiştir. Alanda son yıllarda artan ampirik çalışmalarla birlikte stratejik yönetim yazınında dinamik yetenekler alt boyutlarıyla bir bütün olarak ele alınmak yerine farklı kavramların dinamik yetenek olarak kabul edildiğine yapılan vurgu önemlidir. Bu çalışmanın dinamik yetenekler çerçevesinin tarihsel gelişiminin açıklanması, gelişim süreci içerisinde kavramların ve alt boyutların gelişimini etkileyen akımların belirlenmesi, ilk dönemde gerçekleşen anlam farklılıklarının nedenlerini tespit etmesi, son dönemdeki çalışmalarla birlikte stratejik yönetim literatüründeki konumunun okuyucunun zihninde netleştirilmesi ve alanda ampirik çalışmalarla test edilmesi gereken boşlukları belirleyip okuyucuya önermesi açısından alana katkı yapması beklenmektedir.

2. Erken Dönem Dinamik Yetenekler Çalışmaları ve Alt Boyutları

Çeşitli araştırmacılar dinamik yetenekleri tanımlamak, açıklamak, zengin ve çok boyutlu içerikleri ortaya çıkarmak amacıyla olguyu, içerik ve süreç perspektifleri, ontoloji ve epistemoloji perspektifleri gibi farklı bakış açılarıyla incelemişlerdir (Albort-Morant vd., 2018; Eriksson, 2014; Helfat vd., 2007; Najmaei, 2010). Dinamik yeteneklerin stratejik yönetim yazınında görece yeni çalışma alanı olması nedeniyle kavramın tanımı, öncülleri, ardılları ve alt boyutları gibi pek çok temel konuda özellikle erken dönemde farklı görüşler ortaya çıkmaktadır. Bununla birlikte dinamik yeteneklerin örgütlerin süreçlerini, kaynaklarını ve süreçler arası yetkinliklerini kapsamı, literatürde alt boyutlarının da farklı şekillerde adlandırılmasına neden olmaktadır (Ambrosini & Bowman, 2009; Barreto, 2010; Eisenhardt & Martin, 2000; Kump vd., 2019; Pavlou & El Sawy, 2011; Wang & Ahmed, 2007; Zollo & Winter, 2002; Zott, 2003). Dinamik yetenekler teorisinin başlangıcında yazarlar dinamik yetenekleri entegrasyon, öğrenme ve yeniden yapılandırma olarak sınıflandırmışlardır (Teece vd., 1997). Entegrasyon kavramı, bir örgütün iç ortamının dış çevresiyle ne kadar bütünleştiğiyle ilgilidir. Öğrenme ise fikri bilgiyi entegrasyondan özümseme yeteneğini yansıtmaktadır. Son olarak yeniden yapılandırma ve dönüşüm bir örgütün değişen çevreye uyum sağlama becerisi ile ilgilidir. Zott (2003), dinamik yeteneklerin boyutlarını varyasyon (variation), seçme (selection) ve tutma (retention) olarak nitelendirmiştir. Dinamik yeteneklerin tanımlanmasında günümüzde en çok kullanılan boyutlar ise algılama (sensing), yakalama (seizing) ve yeniden yapılandırmadır (reconfiguration) (Teece, 2007; Teece & Leih, 2016).

Dinamik yetenekler literatürünün ilk çalışmalarından bir tanesini yayınlayan Eisenhardt ve Martin (2000) yetenekleri bir süreç olarak ele almışlardır. Adner ve Helfat (2003) dinamik yetenekleri yöneticinin yetenekleri ile birlikte değerlendirerek "dinamik yönetsel yetenekler" kavramını ilk defa literatürde kullanmışlardır. D. yuan Li ve Liu (2014), dinamik yetenekleri firmaların problem çözme kapasitesi olarak ele almışlardır. Tüm bu çalışmalardan hareketle dinamik yetenekler literatürünün ilk dönem çalışmalarında yazarların dinamik yetenek ile örgütsel/rutin olan yeteneklerin ayırımını yapmaya çalıştıkları söylemek mümkündür (Helfat vd., 2007; Sapienza vd., 2006; Teece, 2012; Winter, 2003). Dinamik yetenekler tanımlarında çeşitli farklılıklar söz konusu olsa da değişen çevre koşulları, bu koşulları sezme ve bunlara cevap verme yetenekleri tanımların büyük bir kısmında vurgulanmaktadır (D. yuan Li & Liu, 2014; Wang & Ahmed, 2007). Tablo 1'de dinamik yetenekler literatürünün erken döneminde yapılan çalışmalarda ele alınan alt boyutlar yer almaktadır.

Dinamik yetenekler literatürünün en çok atıf alan yazarı olan Teece'nin 1997'de yayınladığı ilk makalesinden günümüze kadar dinamik yeteneklerle ilgili çok sayıda makale, kitap ve bildiri çalışması mevcuttur (Bektaş vd., 2020). Teece ve meslektaşlarının dinamik yetenekler çerçevesini belirlediği ve dinamik yetenekleri yetenek ya da beceri olarak kabul eden pek çok teorik ve ampirik çalışma yapılmıştır (Camisón-Zornoza vd., 2020; D. yuan Li & Liu, 2014; Kump vd., 2019; Lopez-Cabrales vd., 2017; Mu, 2017; Pavlou & El Sawy, 2011; Wang & Ahmed, 2007; Wilden vd., 2019; Wohlgemuth, vd., 2019; Zahra vd., 2006). Hem dinamik yetenekler kavramının isim babası olan hem de yaptığı çalışmalarla kavramın alt boyutlarının zaman içerisinde gelişmesinin öncülerinden olan Teece, dinamik yeteneklerin alt boyutlarını 2007 yılında yayınladığı "Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance" isimli kavramsal makalesinde şekillendirmiştir. Yazar makalesinde dinamik yetenekleri algılama (ve şekillendirme), yakalama ve yeniden yapılandırma olarak üç boyutta ele almıştır. Son yıllarda dinamik yetenek olarak ilişkilendirilen pek çok farklı "yeteneklerin" bu üç temel boyut ile ilişkilendirilerek dinamik yetenek olarak kabul edildiğini söylemek mümkündür.

Tablo 1*Dinamik Yetenekler Kavramının Literatürdeki Alt Boyutları*

YAZARLAR	BOYUTLAR
Teece vd., (1997)	1) Entegrasyon (integrate) 2) Öğrenme (Learn) 3) Yeniden Yapılandırma ve transfer (Reconfigure and transformation)
Eisenhardt ve Martin (2000)	1) Kaynak Kazanma (The gain and release of resources) 2) Kaynak Birleştirme (Reconfiguration of resources) 3) Kaynak Dönüştürme (Integrate resources)
Zott (2003)	1) Varyasyon (Variation) 2) Seçme (Selection) 3) Tutma (Retention)
Teece (2007)	1) Algılama (Sensing opportunities and threats) 2) Yakalama (Seizing opportunities) 3) Yeniden Yapılandırma (Reconfiguration)
Wang ve Ahmed (2007)	1) Uyarlanma Yeteneği (Adaptive capability) 2) Emilim Yeteneği (Absorptive capability) 3) Yenilikçilik Yeteneği (Innovative capability)
Ambrosini, Bowman ve Collier (2009)	1) Artımlı Yetenek (Incremental capability) 2) Yenileyici Yetenek (Renewing capability) 3) Canlandırıcı Yetenek (Regenerative capability)
Baretto (2010)	1) Sezme (Sense) 2) Zamanında Karar Verme (Timely decisions) 3) Pazar Odaklı Davranma (Market-oriented decisions) 4) Kaynak Temelini Değiştirme (Change resource base)
Jiao vd. (2013)	1) Fırsat Sezme (Opportunity-sensing) 2) Yeniden Düzenleme Yeteneği (Reconfiguration) 3) Örgütsel Esneklik Yeteneği (Organizational flexibility) 4) Teknolojik Esneklik Yeteneği (Technological flexibility)

Yeni fırsatları algılamak (ve şekillendirmek) büyük ölçüde bir tarama, yaratma, öğrenme ve yorumlama faaliyetidir. Araştırma ve ilgili faaliyetlere yatırım genellikle fırsatları algılamak için gerekli bir tamamlayıcıdır (Teece vd., 1997). Fırsatları belirlemek ve şekillendirmek için, örgütler hem 'yerel' hem de 'uzak' teknoloji ve pazarları sürekli olarak taramalı, aramalı ve keşfetmelidir (Nelson & Winter, 1982). Bu faaliyet sadece araştırma ve geliştirmeye (Ar-Ge) yatırım yapmayı, müşteri ihtiyaçları ile teknolojik olanakların araştırılmasını ve yeniden incelenmesini değil, endüstrilerin ve pazarların yapısal gelişimini, gizli talebi ve muhtemel tedarikçi ile rakiplerin tepkilerini anlamayı da içermektedir. Örgütler teknolojik fırsatları oluşturabildikleri ölçüde bir taraftan müşteri ihtiyaçlarını öğrenirken (kendi bünyelerindeki Ar-Ge çalışmaları ve diğer örgütlerin araştırma çıktıları) diğer taraftan da geniş bir ekonomik büyüme yelpazesine sahip olmaktadır.

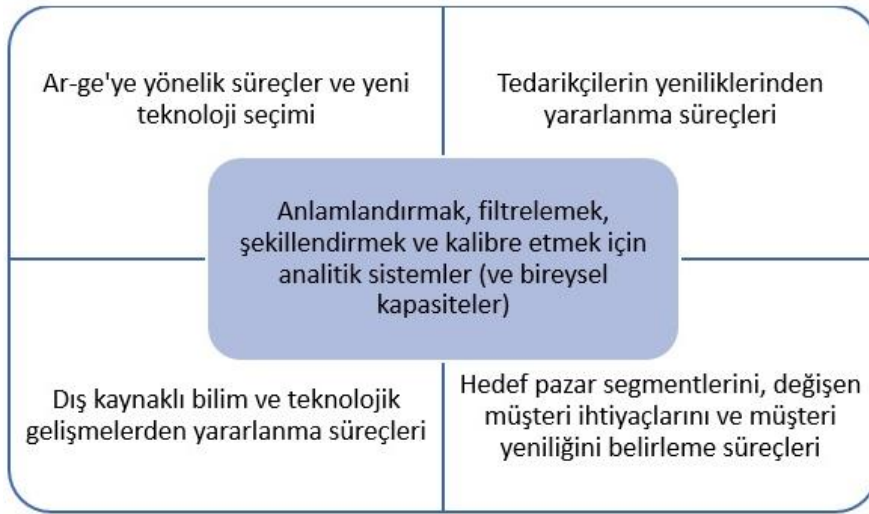
Sabit problem çözme tekniklerine bağlı yönetimler için kendi kalıplarının dışına çıkarak ufuklarını geliştirmek oldukça zor ve maliyetlidir. Henderson (1994), General Motors, IBM ve Digital Equipment Corporation gibi köklü organizasyonların dünya görüşlerini oluşturan gelenekselleşmiş varsayımlarının, bilgi filtrelerinin ve problem çözme stratejilerinin dar kalıpları yüzünden adeta onlara mahkûm olduklarını ve bu durumdan dolayı güçlük yaşadıklarını belirtmiştir. Fırsatlar ilk ortaya çıktığında, girişimci ve yöneticiler yeni olayların ve gelişmelerin nasıl yorumlanacağını, hangi teknolojilerin izleneceğini ve hangi pazar segmentlerinin hedefleneceğini anlamalıdır. İlaveten teknolojilerin nasıl gelişeceğini, rakiplerin, tedarikçilerin ve müşterilerin nasıl ve ne zaman tepki vereceğini değerlendirmelidirler. Rakipler fırsatı görebilir veya görmeyebilir ya da fırsatları görseler bile farklı şekilde hareket edebilirler.

Rakiplerin bu eylemleri müşterilerin ve tedarikçilerin eylemleriyle birlikte, fırsatın niteliğini ve rekabetin ortaya çıkma şeklini de değiştirebilmektedir. Aynı zamanda standartları belirleyen temel kurumların, yasaların, nihayetinde devletin bu rekabeti düzenleyici ve kural koyucu etkisi de söz konusudur. Yöneticiler ve girişimciler bu belirsizlikler karşısında doğru yol haritasına ve her yeni bulgu ile sürekli güncellenen ve evrimleşen bu yol haritasında da hızlı eylemlere ihtiyaç duymaktadırlar (Teece, 2007). Örgütlerin yeni fırsatları hızlı algılaması için müşteriler, tedarikçiler ve Ar-Ge ortaklarıyla yakın ilişkilerini sürdürmesi ve sektördeki en iyi uygulamaları gözlemlemesini gerekmektedir (Wilden, vd., 2013).

Fırsatları algılama yeteneği dış çevrenin taranmasına ilave olarak örgütlerin kendi içsel süreçlerinin taranmasını da kapsamaktadır (Teece, 2007). Bir başka ifadeyle fırsatları algılama, örgütlerin çevresindeki değişikliklerle başa çıkabilmesi için yeteneğinin yeniden şekillendirilmesinin gerekli olup olmadığını ve bunun nasıl yapılacağını kontrol etmeyi içermektedir (Schreyögg & Kliesch-Eberl, 2007). Teece (2007) fırsatları algılama yeteneğinin, örgütün öğrenme ve bilgi kabiliyeti kadar örgüt içerisindeki çalışanların yeteneklerine de dayandığını öne sürmektedir. Örgüt içerisindeki çalışanların örgütün bilgi varlıklarını etkin bir şekilde kullanabilecek donanıma ve yeteneğe sahip olmaları gerekmektedir. Bu durumda, tedarikçi ve müşteri gibi paydaşların, fırsatları algılama sürecinde birbiri ile etkileşim halinde olması ve bütünleşmeleri sonucu yenilikçilik sağlanabilecektir (Teece, 2007). Şekil 1’de örgütün pazar ve teknolojik fırsatları algılama yeteneğinin nasıl bir süreç içerisinde gerçekleşebileceği gösterilmektedir.

Şekil 1

Fırsatları Algılama Yeteneğinin Çerçevesi



Not. "Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance", D. Teece, 2007, *Strategic Management Journal*, 28, s. 1326'dan (<https://doi.org/10.1002/smj.640>) uyarlanmıştır. Copyright 2007 John Wiley & Sons, Ltd.

Teece ve meslektaşları (2016, s. 22) *yakalama yeteneğini* "örgütün çalışanlarının ve yöneticilerinin kaynakları algılama fırsatlarına yanıt vermek ve onlardan değer yaratmak için hızlı bir şekilde konsantre olmalarını sağlayan bir beceridir" şeklinde tanımlamışlardır. Tanımdan anlaşılacağı üzere örgütlerin fırsatları algıladıktan sonra onları nasıl kullanabileceği hakkında karar vermeleri gerekmektedir. Yakalama yeteneği, örgütlerin yeni bir fırsatı algıladıktan sonra o fırsatı nasıl kullanılması gerektiği hakkında karar vermeyi içermektedir (Teece, 2007). Bu bağlamda algılama, yeni iş fırsatları veya organizasyonel süreçleri iyileştirmenin yollarını bulmak için çevreyi tarama yeteneği, yakalama ise bir örgütün iş

fırsatlarını uygulama veya iyileştirmeleri uygulayabilme yeteneği şeklinde açıklanabilir. Yakalama yeteneği olmayan örgütlerin algılama yeteneklerinin yüksek olması tek başına bir anlam ifade etmezken, örgütler yakalama yeteneği sayesinde algılanmış olan fırsatlara ilişkin yapılan yatırımlarda avantaj elde etmektedirler (Hodgkinson & Healey, 2011). Teece (2007), algılama ve yakalama yeteneklerinin birbirini tamamlayan farklı iki eylem olduğunu belirtmektedir. Yazar örgütlerin fırsatları algılayabileceklerini ancak doğru şekilde yakalayamayabileceklerini ifade etmektedir. Çünkü fırsatların yakalanması kısmında örgütsel atalet (O'Reilly III & Tushman, 2008), bürokratik karar verme süreçleri, hiyerarşik yapılar gibi bazı yeniliğe engel olabilecek ya da karar vermeyi yavaşlatacak faktörler söz konusudur.

Teece'ye göre örgütlerin fırsatları ele almasına yönelik kurumsal yapının, prosedürlerin ve tasarımların oluşturması gerekmektedir. Bu sürecin oluşturulabilmesi kolaylaştıracak dört unsur söz konusudur (Bkz. Şekil 2). Bunlardan ilki müşteri çözüm süreçlerinin ve buna bağlı iş modelinin belirlenmesidir. Bu modelin belirlenmesi ürün ve teknoloji yapısının seçilmesi, muhtemel gelirin yapısının hesaplanması ve oluşturulması, hedef müşterinin seçimi ve analizi ile değer yaratacak mekanizmanın tasarımını kapsayan bir çalışma ile oluşturulur (Teece, 2007). İkinci unsur kurumsal sınırların belirlenmesidir. Burada amaç teknolojik yetenek ile tamamlayıcı varlıkların yönetilmesi, korunması, geliştirilmesi ve sonrasında fırsat olgunlaştığında, pazarda kabul görmesi muhtemel belirli teknolojilere yoğun yatırım yapılabilmesidir. Üçüncü unsur ise karar alma protokolünün belirlenmesidir. Bu aşamada dikkat edilmesi gereken en önemli etmen firmanın kanibalizm¹ karşıtı eğilim gösterebilmesidir. Dördüncü ve son unsur ise çalışanları örgüte olan bağlılıklarını ve sadakatlerini artıracak faaliyetlerde bulunmaktır, böylece örgütlerin fırsatları yakalayabilmeleri kolaylaşacaktır.

Şekil 2

Fırsatları Yakalama Yeteneğinin Çalışma Unsurları



Not. "Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance", D. Teece, 2007, *Strategic Management Journal*, 28, s. 1334'ten (<https://doi.org/10.1002/smj.640>) uyarlanmıştır. Copyright 2007 John Wiley & Sons, Ltd.

¹ Kanibalizm (cannibalization): Bir firmanın ürettiği yeni ürün çeşidinin bir ölçüde mevcut ürünlerinin satışının veya piyasa payının yerini alması durumu.

Algılama ve yakalama yetenekleri bir örgütün örgütsel ustalığının² artmasını, keşfetme ile faydalanma arasındaki dengeyi kurmasını ve değer yaratma yeteneğini sürdürülebilirliğini sağlayan yetenekler zincirinin kalbini oluşturmaktadır (He & Wong, 2014; Gibson & Birkinshaw, 2004; Rothaermel & Alexandre, 2009). Ayrıca rekabet yoğun çevrelerde algılama ve yakalama yetenekleri örgütlerin ilk adımı atarak müşteriye rakiplerinden önce ulaşma gibi çok önemli bir üstünlüğü kazanmalarını da sağlamaktadır (Wilden vd., 2013).

Teece'nin (2007) tehditleri yönetme ve *yeniden yapılandırma* olarak isimlendirdiği dinamik yeteneklerin üçüncü ve son boyutu yeni kaynakların ve varlıkların örgüte monte edilmesi ile alakalıdır. Bunun nedeni mevcut operasyonel yeteneklerin yeniden yapılandırılmasının kolektif bir mantık ile paylaşılmayı gerektirmesidir (Pavlou & El Sawy, 2011). Hızla değişen bir endüstri çevresiyle başa çıkmak için, örgütlerin iç ve dış kaynakları yeniden bir araya getirmeye veya dönüştürmeye ihtiyaçları vardır (Amit & Schoemaker, 1993). Örgütler kaynaklarını yeniden yapılandırmak ve dönüştürmek için rakiplerinden daha etkin bir maliyet süreci geliştirmelidirler. Teece'ye (1982) göre öğrenmenin yarattığı yeni bilgi çoğunlukla bireylere ait olduğu için, bilginin gruplarla paylaşılması diğer bir ifadeyle kolektif bir seviyeye entegre edilmesi gerekmektedir. Dinamik yeteneklerin çekirdek unsuru olarak kabul edilen yeniden yapılandırma evresinde yakalanan fırsatlar örgütün bilgisi, kaynakları ve yeterlilikleriyle birleştirilmektedir. Örgütlerin uzun vadeli rekabet üstünlüğü elde etmesi ancak pazar ve teknolojik değişim ile birlikte kurumsal yapılarının ve mevcut kaynaklarının yeniden yapılandırılması yeteneği ile mümkün olabilmektedir (Teece, 2007). Yeniden yapılandırma; lisans ve patent haklarını koruma, öğrenilen bilgilerden yararlanma, tehditleri yönetme, başarılı dönüşümü tekrarlama gibi bazı faaliyetleri kapsamaktadır (Teece, 2007). Sürdürülebilir rekabet avantajının en önemli kaynağı olarak kabul edilen yeniden yapılandırma yeteneği, bir örgütün davranışlarını, iş akışlarını ve kaynaklarını yeniden organize etmesi veya var olan kaynakları yeni kaynaklara dönüştürebilme kapasitesi olarak tanımlanmaktadır (Leung, 2012). Dinamik yetenekler kaynakların yeni varlıklara yönlendirilmesini içerdiğinden, bunu başarmanın yolu bu kaynakların içinde bulunduğu iş birimlerini manipüle etmekten geçmektedir (Karim, 2006). Felsefesinde içsel öğrenme olan yeniden yapılandırma, örgütsel kabiliyetleri değiştirerek, yeni kabiliyetler oluşturmayı içermektedir (Gebauer, 2011).

Dinamik yetenekler arasında yeniden yapılandırma yeteneğinin en kritik yetenek olduğunu belirten çalışmalarda özellikle yeniden yapılandırma yeteneğinin örgütlerin sürdürülebilir rekabet yaratmasındaki önemine vurgu yapılmaktadır (Jiao vd., 2013; Karim, 2006; Teece, 2007; Y. Lin & Wu, 2014; Zahra vd., 2006). Örneğin, örgüt ürün geliştirme rutinini değiştirmek için güçlü bir dinamik yeteneğe sahip olabilir ancak aynı zamanda üretim sistemlerini yeniden yapılandırma yeteneğine sahip olmadığı takdirde bu avantajını sürdürülebilir hale getirememektedir. Yapılmış olan ampirik çalışmalar yeniden yapılandırma yeteneğine sahip olan örgütlerin yeni girişim performansları ile aralarında pozitif bir ilişki olduğunu da göstermektedir (Jiao vd., 2013; Newbert, 2005).

² İngilizcedeki "Organizational Ambidexterity" kavramının Türkçe karşılığıdır. "Ambidexterity" kelimesi bireyin iki elini kullanabilme yeteneği anlamına gelir. Organizational Ambidexterity kavramı da bu bağlamda bir örgütün iki farklı stratejiyi (exploration ve exploitation) aynı anda uygulayabilmesi olarak ifade edilmektedir. Söz konusu kavramın Türkçe olarak ilk kullanımı Cingöz ve Akdoğan'ın (2014) çalışmasında yer almaktadır.

3. Dinamik Yetenekler Çerçevesinin Gelişimini Belirleyen İki Ana Akım

Bu başlık altında dinamik yetenekler çerçevesinin erken döneminde alana yön veren iki temel çalışmaya yer verilerek dinamik yeteneklerin bu iki ana akım etrafında gelişimiyle birlikte stratejik yönetim alanında bir şemsiye kavram haline doğru evrilişi incelenecektir. Alanda farklı yıllarda yapılan bibliyometrik analizlerde Teece vd. (1997) (Teece, Pisano, Shuen- TPS) ile Eisenhardt ve Martin'in (EM) (2000) çalışmalarının en çok atıf alan iki çalışma olduğu bulgulanmıştır (Albort-Morant vd., 2018; Bektaş vd., 2020; Di Stefano vd., 2010; Wójcik, 2020).

Yetenekler genel olarak bir firmanın eylemlerini beslerken, dinamik yetenekler eylemleri ne kadar hızlı formüle edip uygulayabileceklerini belirler. Teece ve meslektaşları (1997) alanı oluşturan temel makalelerinde dinamik yetenekleri, hızlı değişen çevrelerde hızlı organizasyonel adaptasyon için ihtiyaç duyulan yetenekler olarak kavramsallaştırmışlardır. Burada hızlı değişen çevreye vurgu yapılmaktadır. Dinamik yeteneklerin karakterizasyonunun merkezinde sadece firmalara sağlanan stratejik esneklik değil (K. Z. Zhou & Wu, 2010), aynı zamanda yönetimin değişim için gerekli organizasyon yapısını ve rutinleri yeniden tasarlamasına ve yeniden yapılandırmasına olanak verme hızları da vardır (Zott, 2003).

Literatürde dinamik yeteneklerin rolünün, bir firmanın mevcut kaynak tabanını değiştirmek ve onu kasıtlı olarak, stratejik varsayımlarla uyumlu bir şekilde, yeni bir örgütsel kaynak demeti veya konfigürasyonu yaratacak şekilde dönüştürmek olduğu konusunda fikir birliği vardır (Ambrosini & Bowman, 2009; Helfat vd., 2007; Kump vd., 2019; Zahra vd., 2006). Bu rol, Teece (2014) ile birlikte alandaki diğer önemli yazarlar (Winter, 2003; Zahra vd., 2006) tarafından da belirtildiği gibi, dinamik ve "sıradan" yetenekler arasındaki ayrıma da yansır: sıradan yetenekler bir firma için değer yaratmaktan sorumludur (bir otomobil fabrikasının tedarik zinciri yönetimi, bir işletme fakültesinin yüksek kaliteli yönetim eğitimi verilmesi gibi). Buna karşılık dinamik yetenekler, sıradan yetenekleri genişletir, değiştirir ve yaratır. Literatürde dinamik yeteneklerin sıradan yeteneklere yapmış olduğu bu modifikasyon yoluyla firmaların rekabet avantajına katkıda bulunabileceği konusunda ortak bir görüş vardır (Helfat vd., 2007; Schilke vd., 2018; Wilden vd., 2016).

Dinamik yetenekler alanındaki yukarıda bahsedilen fikir birliklerinin yanı sıra alana yön veren ana iki akım arasında bazı önemli farklılıklar da mevcuttur ve alanın ilk dönemlerinde dinamik yetenekler çerçevesi çok sayıda teorik tartışmaların konusu olmuştur. Bu tartışmalar arasında Peteraf ve arkadaşlarının (2013) tespitleri oldukça önemlidir. Yazarlar, Teece ve arkadaşlarının (1997) (Teece, Pisano, Shuen- TPS) kavramsallaştırmalarına dayanan araştırma akışı ile Eisenhardt ve Martin'in (EM) (2000) makalesine dayanan araştırma akışı arasında teorik bir ayrım olduğunu belirtmişlerdir (Peteraf vd., 2013). Bu iki ana akımı belirleyen çalışmaları atıf analizi ve historiograph analizi³ yöntemi ile inceleyen yazarlar, iki temel çalışmanın da firmaların örgütsel rutinlerine odaklandıklarını, hem yönetsel hem örgütsel süreçlerle ilgilendiklerini ve dinamik yetenekler çerçevesini kaynak tabanlı görüşün bir uzantısı olarak tasvir ettiklerini belirtmişlerdir (Peteraf vd., 2013, s. 1393). Aynı zamanda EM'nin çalışması TPS'nin çalışmasını birleşmeler ve ittifaklar, ürün geliştirme, belirli dinamik yetenek türleri olarak karar verme tartışması gibi konularda tamamlamıştır. Ancak bu iki temel çalışma dinamik yeteneklerin hızla değişen çevrelerde sürdürülebilir rekabet avantajını açıklama potansiyeline sahip olup

³ Historiograph analizinde analiz edilen makaleler arasındaki atıf ilişkilerine dayalı olarak makaleler arasındaki ağırlıklı bir temsili oluşturulur (Garfield, 2004). Bu analizde incelenen her makale, makalenin incelenen diğer makaleler tarafından alıntılanma sayısına göre değişen boyutta bir sembolle temsil edilir. Belgeler arasındaki alıntı ilişkileri, kimin kime atıfta bulunduğunu gösteren ok uçları ile bağlantılı çizgilerle gösterilir.

olmadığıyla ilgili temel meseleyle ilgili farklı görüş açısına sahiptirler. Bununla birlikte diğer önemli unsurla ilgili olarak iki çalışma arasındaki fikir ayrılıkları Tablo 2’de gösterilmiştir.

Tablo 2

Teece vd. ile Eisenhardt ve Martin’in Çalışmalarındaki Kritik Farklar

Boyutlar	Teece vd. (1997)	Eisenhardt ve Martin (2000)
Sınır şartları (Dinamik yeteneklerin uygun olduğu çevre koşulları)	Dinamik yetenekler çerçevesi hızlı teknolojik değişim çevresiyle ilişkilidir. Özellikle hızlı değişim konusuna vurgu yapılmaktadır.	Dinamik yetenekler çerçevesi değişimin hızlı olduğu çevrelerde bir sınır koşuluyla karşılaşır. Dinamik yeteneklerin orta derecede dinamik çevre koşullarından daha etkili olacağını belirtir.
Sürdürülebilirlik avantajı	Dinamik yetenekler, belirli koşullar altında sürdürülebilir bir avantaj kaynağı olabilir. Sürdürülebilirlik, “bir dinamik yeteneğin rakipler tarafından ne kadar kolay kopyalanabileceğine” bağlıdır (1997, s. 518)	Dinamik yetenekler hiçbir koşulda sürdürülebilir bir avantaj kaynağı olamaz. “Dinamik yetenekler ikame edilebilir” (2000, s. 1110). Bu nedenle sürdürülebilir rekabet için gerekli olan önemli bir VRIN (valuable, rare, inimitable, non-substitutable) koşulunu ihlal etmektedir.
Rekabet avantajı	Dinamik yetenekler bir rekabet avantajı kaynağı olabilir “Dinamik yetenekler... bir organizasyonun rekabet avantajının yeni ve yenilikçi biçimlerini elde etme yeteneğini yansıtır” (1997, s. 516)	Dinamik yetenekler yalnızca sınırlı rekabet avantajının kaynağı olabilir. Dinamik yetenekler “genellikle varsayıldığından daha homojendir”

Not. “The Elephant in the Room of Dynamic Capabilities: Bringing Two Diverging Conversations Together”, M. A. Peteraf, G. di Stefano, & G. Verona, 2013, *Strategic Management Journal*, 34, s. 1394’ten (<https://doi.org/10.1002/smj.2078>) uyarlanmıştır. Copyright 2013 John Wiley & Sons, Ltd.

TPS’nin (Teece vd., 1997) dinamik yeteneklerin ilk çerçevesini belirlediği temel makalenin merkezinde yer alan üç sorunun her biri ile ilgili iki temel makale arasında önemli farklılıklar vardır. TPS, dinamik yeteneklerin hızla değişen çevrelerde uygulanabilir olduğunu savunurken EM, bu tür değişimin hızlı olduğu çevrelerde dinamik yeteneklerin sınırlı kaldığını öne sürerek bu iddiayı sorgular. EM’ye göre TPS’nin dinamik yetenekler tasviri “piyasalar orta derecede dinamik olduğunda” doğru olabilir: ancak stratejik zorunlulukların hız ve adaptasyon olduğu yüksek hızlı pazarlarda “dinamik yetenekler farklı bir karakter kazanır” (Eisenhardt & Martin, 2000, s. 1106). Orada dinamik yetenekler “karmaşık, ayrıntılı, analitik süreçler” değil, “öngörülemeyen sonuçlara” sahip “basit, deneyimsel, kararsız süreçlerdir”. EM’ye göre sürekli istikrarsız bir durumda oldukları ve potansiyel çöküşe maruz kaldıkları için, yüksek hızlı pazarlarda dinamik yeteneklerin sürdürülmesi zorlaşır. İkinci farklılık dinamik yeteneklerin avantajlarının sürdürülebilirliği ile ilgilidir. TPS, dinamik yeteneklerin rekabet avantajlarının sürdürülebilirliğini açıklayabileceğini iddia ederken, EM bu iddiaya yalnızca yüksek hızlı pazarlar açısından değil, aynı zamanda orta derecede dinamik pazarlar açısından da itiraz etmektedir. Son olarak TPS, dinamik yeteneklerin bir rekabet avantajı kaynağı olabileceğini öne sürerken, EM’nin dinamik yetenekleri tasviri, bu tür herhangi bir avantajın muhtemelen nispeten küçük olacağını ima eder (Peteraf vd., 2013). İki makale arasındaki farklar sayıca fazla olmasa da doğası gereği kritiktir.

Wilden ve arkadaşları (2016), bu iki kampın 2012'den beri birbirine daha yakın hareket ettiğini ifade etmektedirler. Bu yakınlaşmanın kısmen Peteraf ve diğerlerinin (2013) bütünleştirici bakış açısına bağlı olabileceği konusunda yorumlar da söz konusudur (Kump vd., 2019). Benzer şekilde Schilke ve arkadaşlarının (2018) 298 makalenin içerik analizini yaptıkları çalışmalarında da alanda önemli bir kavramsal yakınlaşma olduğu ifade edilmiştir.

Teece ve arkadaşlarının (1997) yaklaşımı (ve daha sonraki gelişmeleri) oldukça geniş ve geneldir. Genel çerçeveleri, algılama, yakalama ve dönüştürme kapasitesini belirlemeye çalışır (Teece, 2007). Buna karşılık, Eisenhardt ve Martin (2000 ve çalışmalarını geliştirenler) genel bir kapasite seti sağlamaz, ürün geliştirme rutinleri, stratejik karar verme rutinleri, çoğaltma rutinleri, kaynak tahsis rutinleri ve arabuluculuk dâhil olmak üzere dinamik yetenekler için bir örnekler listesi sunar.

4. Dinamik Yeteneklerin Stratejik Yönetim Literatüründe Şemsiye Kavram Haline Gelmesiyle Birlikte Oluşan Çeşitlilik

Dinamik yetenekler yaklaşımında özellikle son on yılda yapılan ampirik çalışmaların artmasıyla birlikte alanda teorik çerçevenin netleştiği görülmektedir. İlk on yılda yapılan eleştirilerin temelini oluşturan dinamik yeteneklerin tanımının ve boyutlarının tutarlı olmaması (Pavlou & El Sawy, 2011), birden fazla tanım ve kategorileşmenin olması beraberinde karmaşıklıklar ve terminoloji farklılıklarını da getirmektedir. Yine ilk dönem yapılan çalışmalarda ele alınan dinamik yeteneklerin karıştırıldığı, birbirinin yerine kullanıldığı ya da birbiriyle iç içe geçtiği görülmektedir. Bu karmaşıklığı düzenlemek ve farklılıkları sistematik hale getirmek için özellikle 2010'lu yıllardan itibaren pek çok sistematik literatür taraması (Andreeva & Ritala, 2016; Buzzao & Rizzi, 2021; Eriksson, 2013, 2014; Gutierrez-Gutierrez & Antony, 2020; Laaksonen & Peltoniemi, 2018; Montreuil vd., 2020; Sabahi & Parast, 2020; Schilke vd., 2018; Tang vd., 2020), bibliyometrik analiz (Albort-Morant vd., 2018; Di Stefano vd., 2010; Peteraf vd., 2013; Rialti vd., 2019; Vogel & Güttel, 2013), meta analiz (Bitencourt vd., 2020; Fainshmidt vd., 2016; Tang & Gudergan, 2018) ve içerik analizi (Wójcik, 2020) yapılmıştır. Son on yılda yapılan çok sayıda ampirik çalışmalarla beraber dinamik yetenekler yaklaşımına yapılan "ampirik destekten yoksun olma" eleştirisinin de (Rodenbach & Brettel, 2012) anlamını yitirdiği görülmektedir.

5. Dinamik Yetenekler Çerçevesinin Sistematik Literatür Taraması

Dinamik yetenekler literatürünün erken dönem çalışmalarında yazarlar dinamik yetenekleri bir bütün olarak ele alıp üç temel alt boyut üzerinden açıklamışlardır. Ancak zaman içerisinde hem kavramsal hem de ampirik çalışmaların artmasıyla birlikte hızla değişen ve çevresel belirsizliğin yüksek olduğu ortamlarda firmalara rekabet üstünlüğü yaratabilecek tüm yetenekler ayrı ayrı dinamik yetenek olarak ele alınmıştır. Bu durum özellikle son on yıl içerisinde daha önce dinamik yetenek olarak adlandırılmayan pek çok farklı yeteneğin farklı yazarlar tarafından dinamik yetenek olarak kabul edilmesine ve ampirik olarak test edilmesine neden olmuştur. Bu bağlamda dinamik yetenekler çerçevesinde yayımlanan makalelerin yıllara göre tasnifini yapmak, çalışmaları kavramsal ve ampirik olarak sınıflandırarak dinamik yeteneklerin gelişim sürecini incelemek amacıyla sistematik literatür taraması yapılmıştır. Sistematik literatür taramalarının tıp bilimlerinde nispeten uzun bir geleneği vardır (Moher vd., 2009). Ancak milenyumun başlangıcından bu yana yönetim araştırmalarında da sıklıkla kullanılmaya başlanmış ve daha sık benimsenmiştir (Hiebl, 2021, s. 2). Sistematik literatür incelemeleri, bilgiyi iletirmek, teori geliştirmeyi kolaylaştırmak ve yeni araştırma alanlarını ortaya çıkarmak

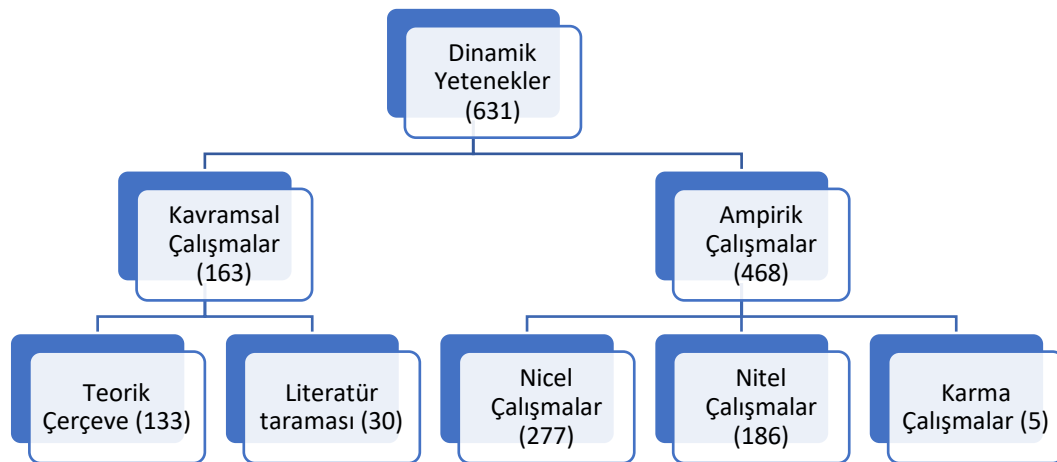
amacıyla yapılan çalışmalardır (Buzzao & Rizzi, 2021; Webster & Watson, 2002). Frank ve Hatak (2014) sistematik literatür taramasını literatürü analiz eden, sentezleyen, mevcut bilgiyi özetleyen, kategorize eden ve sorgulayan bir "bilgi haritası" olarak ele alır. Dinamik yetenekler alanında yapılan çalışmaların hızlanması göz önüne alındığında, titizliği, inceleme süreci, kullanılan kriterlerin yanı sıra arama ve analizdeki her adımın raporlanması yoluyla şeffaf bir yöntem olması nedeniyle sistematik literatür taraması tercih edilmiştir (Eriksson, 2014; Tranfield vd., 2003). Çalışmanın dinamik yetenekler çerçevesinin ilk yılından itibaren tüm SSCI endekli dergilerde yayınlanan makaleleri kapsamı ve incelenen makale sayısının oldukça fazla olması da sistematik literatür taramasının tercih edilmesinin bir diğer nedenidir.

Araştırmanın Yöntemi

Sistematik literatür taramasında analize tabi tutulacak makalelerin seçiminde "Web of Science Core Collection Database" arama motoru kullanılmıştır. Bu arama portalının kullanılmasının nedeni en etkili veri toplama aracı olmasının yanı sıra literatür taraması için kullanılan en güncel ve güvenilir veri tabanı olarak kabul edilmesidir (Falagas vd., 2008; Rialti vd., 2019). Sosyal bilimler alanında "Social Sciences Citation Index-SSCI" kapsamında bulunan tüm dergiler araştırma kapsamına dahil edilmiştir. Araştırmada Teece ve meslektaşlarının yayınladıkları temel makalenin yayım yılı (1997) başlangıç yılı olarak belirlenmiş ve günümüze kadar (Eylül 2022) olan zaman aralığı incelenmiştir. 1997-2022 yılları arasında makale başlığında "dynamic capability" ya da "dynamic capabilities" kelimelerinden herhangi birini içeren makaleler aranmıştır. Arama makrosu "dynamic capability*" (Title) şeklinde oluşturulmuştur. Çıkan sonuçlar içerisinde "management" alanı kapsamında değerlendirilen ve yazım dili İngilizce makaleler analize tabi tutulmuş ve bu kapsamda 706 makale belirlenmiştir. Belirlenen 706 makalenin özet kısımları okunmuş, yönetim alanı dışında olduğu belirlenen 77 makale kapsam dışı bırakılmış ve mevcut 631 makale incelenmiştir. İncelenen makaleler öncelikle kavramsal ya da ampirik olmalarına göre tasnif edilmiş daha sonra kavramsal çalışmalar içerisinde yapılan literatür tarama makaleleri ayrıştırılmıştır. Ampirik çalışmalarda nicel ve nitel olarak sınıflandırılmış ve Şekil 3'de belirtilmiştir.

Şekil 3

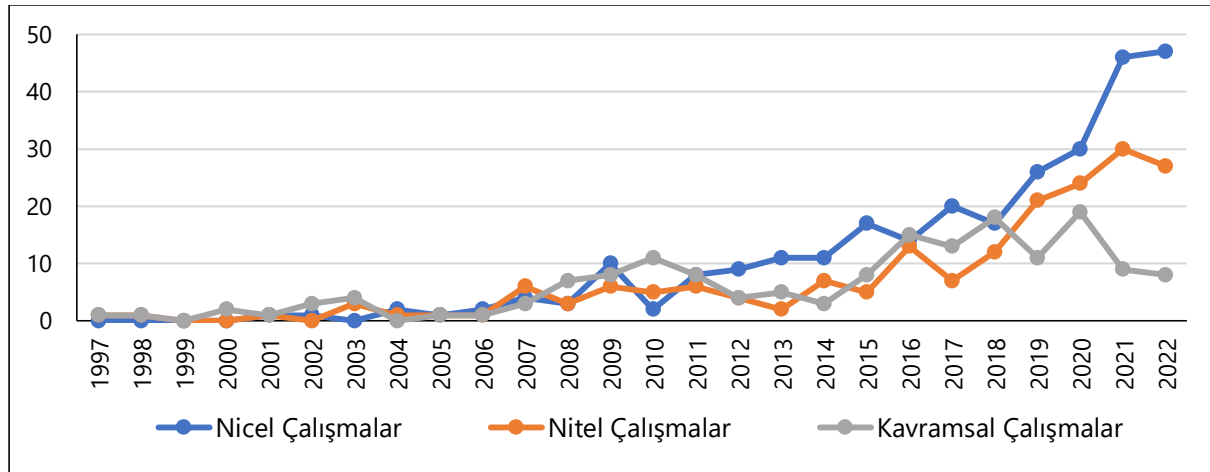
Dinamik Yetenekler Literatüründe Web of Science'da Yayınlanan Makalelerin Türleri



Şekil 3’de gözlemlendiği üzere yapılan ampirik çalışmaların sayısı kavramsal çalışmalara göre daha fazladır. Literatür taraması kapsamında 277 nicel, 186 nitel ve 5 karma çalışma olmakla beraber toplam 468 ampirik makale ele alınmıştır. 30 literatür taraması olan toplam 163 kavramsal tartışma makalesi incelenmiştir. İncelenen makalelerin tamamı bir tablo halinde çalışma sonunda verilmiştir (Bkz. Ek 1). Grafik 1 üzerinde dinamik yetenekler alanında yapılan makalelerin yıllar içerisindeki artış miktarı gösterilmiştir. Dinamik yetenekler yazınında yapılan çalışmalarda her geçen yıl artış gözlemlenmekle beraber literatürün ilk yıllarında daha çok kavramsal çalışmalar öne çıkarken özellikle son on yıl içerisinde ampirik çalışmaların arttığı tespit edilmiştir. Erken dönem çalışmalarında kavramların netleşmesi ve boyutların belirlenmesi amacıyla kavramsal makalelerin daha fazla olması beklenen bir durumdur. Son dönemde ise dinamik yetenekler literatüründe yapılan kavramsal tartışmalarının erken döneme göre daha stabil hale geldiğini ve kavramsal çalışmalarda şekillenen önermelerin ampirik çalışmalarla test edilmesinin hızlandığı tespit edilmiştir. Alanda nicel çalışmaların genel olarak nitel çalışmalara göre daha fazla olması bir diğer bulgudur.

Grafik 1

Dinamik Yetenekler Alanında Yayımlanan Makalelerin Yıllara Göre Dağılımı



Grafik 1 incelendiğinde özellikle 2019 yılıyla beraber ampirik çalışmaların dramatik bir şekilde arttığı gözlemlenmektedir. Bunun bir nedeni olarak yazarların dinamik yetenekleri kapsayıcı bir ana kavram olarak ele alarak daha önce tartışılan çeşitli kavramları dinamik yetenek olarak kabul etmeleri ve bu kavramları farklı kavramlarla ampirik olarak test edilecek şekilde ilişkilendirmelerindendir. Bu bağlamda yapmış olduğumuz literatür taramasıyla tespit edilen ve son on yıl içerisinde Tecee'nin temel makalesi doğrultusunda belirlenen üç boyut haricinde farklı yazarlar tarafından dinamik yetenekler perspektifiyle ele alınıp firmaların dinamik yeteneği olarak kavramsallaştırılan yeteneklerin bir listesi Tablo 3’de verilmiştir.

Tablo 3

Stratejik Yönetim Yazınında Dinamik Yetenek Olarak Ele Alınan Kavramlar

Dinamik Yetenekler	Alt Boyutları	Yazar(lar)
Sürdürülebilir Dinamik Yetenek		Liboni vd. 2022
Tedarik Zinciri Entegrasyonu	Fiziksel entegrasyon Bilgi entegrasyonu Finansal entegrasyon	Novais vd. 2020
Tedarik Zinciri Entegrasyonu	İç entegrasyon Dış entegrasyon	Song & Song, 2020
Teknolojik Yetenekler		Poudel vd. 2019 Zahra, 2020
Dijital Dönüşüm Yeteneđi	Dijital bilgili ve beceriler Eylem ve etkileşim koşulları Dijital yoğunluk	Sousa-Zomer vd. 2020
Talep Planlama Süreci	Talep planlamasının amacının belirlenmesi Veri toplama Talep tahmini Tahminleri iletip arz ile talebi senkronize etmek	Swierczek, 2020
Deđişim İçin Örgütsel Yetenek		Sanchez-Medina, 2020
Stratejik Esneklik		Bouhaleb & Smida, 2020 Guo & Cao, 2014 Liao vd. 2019
Sosyal Sermaye	Yapısal sosyal sermaye İlişkisel sosyal sermaye	Sheng & Hartmann, 2019
Çevre Yönetim Yeteneđi		Carbone vd. 2019
Örgütsel Yenilenme		Mu vd. 2019
Operasyonel Yanıt Verme		Sahi vd. 2019
Örgütsel Deđişim	Teknik deđişim Yönetimsel deđişim	Chen vd. 2018
Bilgi Taraması		Brandon-Jones & Knoppen, 2018
Pazar Algılama Yeteneđi		Aslam vd. 2018
Tedarik Zinciri Çevikliđi		
Tedarik Zinciri Uyarlanabilirliđi		
Tedarik Zinciri Çevikliđi	Müşteri cevabı Talep cevabı Ortak planlama	Chiang vd. 2012
Marka Yönetimi Uygulamaları		Tatoglu vd. 2018
Sürekli İyileştirme	Süreç yönetimi Liderin katılımı İyileştirme yönelimi	Galeazzo vd. 2017
Tedarikçi İlişkilerinde Ağ Yeteneđi	Tedarikçi ilişkisi başlatma yeteneđi Tedarikçi ilişkisi geliştirme yeteneđi Tedarikçi ilişkisi bitirme yeteneđi	Mitrega vd. 2017
Hastane Görünürlüğü	Algılama için görünürlük Öğrenme için görünürlük Koordinasyon için görünürlük Entegrasyon için görünürlük	Mandal, 2017
Girişimci Yönelimi	Risk alma Yenilikçilik proaktifliđi	Bouncken vd. 2016
Uluslararası Girişimci Yönelimi	Risk alma Yenilikçilik proaktifliđi	Swoboda & Olejnik, 2014

Dinamik Yetenekler	Alt Boyutları	Yazar(lar)
Bilgi Entegrasyonu	Ortak anlamlandırma Ortak karar verme	Revilla & Knoppen, 2015
Strateji Yönelimi	Pazar yönelimi Teknoloji yönelimi	Liu & Chen, 2015
Yenilik Yeteneği		Fleury vd. 2013
Kurumsal İlişki Sermayesi	Kurumsal ilişki sermayesi İşbirlikçi örgütsel öğrenme İşbirliğine dayalı yenilikçi kapasite	Agarwal & Selen, 2013
Yeni Ürün Geliştirme		Parente vd. 2011
İttifak Yönetme Yeteneği	Deneyim Yetenekler Proaktivite	Rocha-Goncalves & da Conceição Gonçaves, 2011
Uluslararası Ortak Girişim Yeteneği	Yetenek geliştirme Yetenekten yararlanma	Zhan & Luo, 2008
Organizasyonel Stratejik Yetenek Ar-Ge Yenilikçi Yeteneği		Yu-yuan Hung vd. 2007
Yeni Ürün Geliştirme Ortaklığı	Kapasitesi Koordinasyon Yeteneği Kolektif Akıl	Ettlie & Pavlou, 2006
Bilgi Tabanlı Dinamik Yetenekler	Bilgi edinme yetenekleri Bilgi paylaşım yetenekleri	Khaksar vd. 2020, Zheng vd. 2011
Bilgi Tabanlı Dinamik Yetenekler	Absorptivite yeteneği Jenerasyon yeteneği Depolama kapasitesi Adaptasyon yeteneği	Gonzalez & Melo, 2019
Sürdürülebilirlik Odaklı Dinamik Yetenek	Dış kaynak entegrasyonu İç kaynak entegrasyonu	Dangelico vd. 2017
Bilgi Teknolojileri Özellikli Dinamik Yetenekler	Algılama Ele geçirme Yeniden yapılandırma Entegrasyon Koordinasyon Öğrenme	Ilmudeen vd. 2020
İttifak Öğrenme Süreci	Bilgi artikülasyonu Bilgi kodlaması Bilgi paylaşımı Bilgi içselleştirme	Kale & Singh, 2007
İş İlişkisi Süreç Yönetimi	Yeni ilişkiler başlatma İş ortağı geliştirme İlişkileri sonlandırma	Mitrega & Pfajfar 2015

Tablo 3’de de görüldüğü üzere dinamik yetenekler çerçevesi stratejik yönetim yazınında daha genel bir üst kavram olarak kabul edilmiş ve firmaların özellikle değişimin hızlı ve yoğun olduğu dönemlerde rekabet avantajı elde etmesini sağlayacak tüm yeteneklerin farklı yazarlar tarafından dinamik yetenekler olarak kavramsallaştırıldığı görülmektedir. Dinamik yetenek olarak kabul edilen kavramlarda yazarların özellikle söz konusu kavramların bütünleştirme, dönüşüm, fırsatları algılama, değişime cevap verme, bilginin hızlı paylaşımı gibi temel özelliklere vurgu yaptığı görülmektedir.

6. Sonuç

Dinamik yetenekler çerçevesi erken dönem çalışmalarında yazarlar daha çok örgütlerin yeteneklerini sıradan ve dinamik yetenek ayrımına giderek belirlemeye ve dinamik yeteneklerin sıradan yeteneklerden farkını açıklamaya çalışmışlardır. Bu dönemde yapılan çalışmalarda dinamik yeteneklerin temel argümanları netleştirilmeye çalışılmış, hızlı değişen çevrelerde stratejik rekabet üstünlüğünü sağlayacak yeteneklerin belirlenmesi vurgusu bu dönemde yapılarak kaynak temelli görüş ve rekabetçi güçler yaklaşımı gibi yaklaşımından farkı ortaya konmuştur. Dinamik yetenekler çerçevesinin öncül çalışmalarında örgütlerin değerli, nadir, taklit ve ikame edilemez kaynak demeti olarak ele alan kaynak tabanlı görüş yaklaşımın, söz konusu kaynak demetinin, çevrenin değişmesiyle birlikte kaçınılmaz olarak uğradığı erozyonu açıklamada yetersiz kalmasına vurgu yapılmaktadır (Eisenhardt & Brown, 1999; Teece vd., 1997; Teece, 2000). Dinamik yetenekler, kaynak tabanlı görüşün aksine çevresel değişimin örgüt üzerindeki rolüne vurgu yapmaktadır. Örgütün mevcut kaynaklarını çevresel faktörlere göre yeniden yapılandırabilme kapasiteleri şeklinde ifade edilen dinamik yetenekler, örgütün rekabet avantajına sahip olmasının ve diğer örgütlere kıyasla daha üstün performans çıktıklarına ulaşmanın kaynağı olarak görülmektedir (Ambrosini & Bowman, 2009).

Erken dönem çalışmalarının büyük bir bölümü daha çok kavramsal çerçeveyi belirlemek amacıyla yapılan ve ampirik destekten yoksun olan çalışmalardır. Bu dönemde dinamik yeteneklerin tanımı çeşitli yazarlar tarafından farklı biçimlerde yapılmış, dinamik yetenekleri oluşturan boyutların belirlenmesi ve isimlendirilmesinde çok fazla alternatif oluşturulmuştur. Bu durumun dinamik yetenekler çerçevesinin erken dönem çalışmalarında yapılan kavramsallaştırılmalarda anlam karmaşasına neden olduğu görülmektedir. Stratejik yönetim alanında henüz çok yeni bir çerçeve olan dinamik yeteneklerin ilk yıllarında görülen bu anlam karmaşası gayet doğal olmakla birlikte zaman içerisinde yapılan kavramsal çalışmaların artmasıyla bir nebze olsun azalmış ve kavramsal çalışmalar iki ana akım etrafında toplanmaya başlanmıştır. Bu iki ana akımın erken dönem çalışmalarında literatüre yön verdiğini söylemek mümkündür. Erken dönem çalışmalarında iki ana akımın farkları sayıca fazla olmasa da doğası gereği kritiktir. Wilden ve arkadaşları (2016), bu iki kampın 2012'den beri birbirine daha yakın hareket ettiğini ifade etmektedirler. Bu yakınlaşmanın kısmen Peteraf ve diğerlerinin (2013) bütünleştirici bakış açısına bağlı olabileceği konusunda yorumlar da söz konusudur (Kump vd., 2019). Benzer şekilde Schilke ve arkadaşlarının (2018) 298 makalenin içerik analizini yaptıkları çalışmalarında da alanda önemli bir kavramsal yakınlaşma olduğu ifade edilmiştir.

Alanda gerçekleşen kavramsal yakınlaşmayla birlikte son dönem yapılan çalışmalarda dinamik yetenekler çerçevesinin teorik alt yapısının netleştiğini ve stratejik yönetim literatüründe baskın paradigma haline geldiğini söylemek mümkündür (Eriksson, 2013; Laaksonen & Peltoniemi, 2018; Peteraf vd., 2013; Schilke vd., 2018). Dinamik yetenekler çerçevesinin firmalara rekabet üstünlüğü sağlayacak yeteneklerin belirlenmesi ve geliştirilmesi vurgusu bu alanda yapılan ampirik çalışmalarında dinamik yetenekler ile performans arasındaki ilişkilere odaklanmasına neden olmuştur (Bag vd., 2020; Eriksson, 2014; Fainshmidt vd., 2016; Novais vd., 2020). Çalışmaların büyük bir kısmı firmaların ekonomik/finansal performansına odaklanırken (Dangelico vd., 2017; Flatten vd., 2011; Fosso Wamba & Akter, 2019; G. Song & Song, 2021; Ilmudeen vd., 2020; Jiang vd., 2015; Ko & Liu, 2017; Lee & Rha, 2016; Malik & Kotabe, 2009; Mitrega vd., 2017; Sánchez-Medina, 2020; Sousa-Zomer vd., 2020; Wong, 2013; Zhou vd., 2019) bazı çalışmalar yenilikçi performans ve yeni ürün performansına (Bouncken vd., 2016; Gumusluoglu & Acur, 2016; J. Zhang & Wu, 2017; Li-Ying vd., 2016; Liao vd., 2009; Y. Liu

vd., 2018; Pavlou & El Sawy, 2011; T. C. Liu & Chen, 2015) veya rekabet avantajına (Chinho Lin & Tsai, 2016; Li, Shan, Luo vd., 2019; Qiu vd., 2020; Wu & Holsapple, 2015) odaklanmıştır.

Dinamik yeteneklerle ilgili yapılan çalışmaların neredeyse tamamında analiz düzeyi firma düzeyi olarak belirlenmektedir. Ancak dinamik yeteneklerin her geçen gün çeşitlenmesi ve artmasıyla birlikte söz konusu analiz düzeyini sadece firmalarla sınırlandırmak yerine firmalar arası ağlar seviyesine çıkarmak mümkündür. Dinamik yetenekler çerçevesinde bu konuda kavramsal tartışmalar yapılmaktadır (Jucevičius & Jucevičienė, 2022) ve gelecekte firmalar arası düzeyde ampirik çalışma yapılmasını önermekteyiz. Örneğin stratejik topluluk temelli ağlar üzerine yapılabilecek ampirik araştırmalarda firmalar ve bilgi üreten kurumlar (üniversiteler, araştırma enstitüleri) arasındaki işbirliğini dikkate alarak dinamik yeteneklerin etkisi incelenebilir.

Firmaların bilgi teknolojileri kapsamında büyük verilerden nasıl yararlanabileceği konusunda dinamik yeteneklerin etkisi ampirik olarak test edilmemiş ancak kavramsal olarak ele alınmıştır (Majhi vd., 2021a). Bu perspektif doğrultusunda ampirik çalışmalarla dinamik yeteneklerin etkisi araştırılması mümkündür.

Firmaların uluslararasılaşma sürecinde dinamik yeteneklerin rolüne dair yapılan kavramsal çalışmalara (Riviere vd., 2020) ek olarak ampirik çalışmalarında yapılması gerekmektedir. Gelecekteki çalışmalar için örneğin çok uluslu işletmelerin genel merkezinde öğrenmenin nasıl gerçekleştiği ve öğrenme sonucunda oluşan bilginin yukarıdan aşağı yayılmasında dinamik yeteneklerin rolüne dair ampirik çalışmalar yapılması mümkündür.

Dinamik yetenekler literatürü özünde yöneticileri, çevrede ortaya çıkan değişiklikleri algılamaya ve anlamlandırmaya, potansiyel fırsatları hızla yakalamaya ve çevresel uygunluğu sürdürmek için organizasyonlarını dönüştürmeye çağırır. Ancak literatürde hangi dinamik yeteneklerin doğrudan değişime hazır olduğuyla ilişkili ampirik bir çalışma söz konusu değildir, söz konusu boşluğu dolduracak ampirik çalışmaların yapılmasını önermekteyiz.

Alanda farklı yazarlar tarafından dinamik yetenek olarak kabul edilen firma yeteneklerin artması her ne kadar dinamik yetenekler çerçevesinin zenginleşmesine ve gelişmesine katkıda bulunuyor olsa da firmaların hangi dinamik yeteneklerinin firma performansına etkisinin olacağı, hangi dinamik yeteneklerin çevresel belirsizliğin yoğun olduğu koşullarda daha etkili olacağı konusu hala netleşmemiştir. Bu bağlamda özellikle Türkiye gibi çevresel dinamizmin fazla olduğu ve çevresel belirsizliğin yoğun olduğu gelişmekte olan ülkelerdeki yapılacak olan ampirik çalışmaların literatüre önemli katkı vermesi mümkündür.

Sonuç olarak bu çalışmada dinamik yetenekler çerçevesinin tarihsel gelişimi irdelenmiş, sistematik literatür taraması yapılarak literatürde yapılan teorik ve ampirik çalışmalar tespit edilmiştir. Son dönemde dinamik yetenek çerçevesinin stratejik yönetim alanında hakim çerçeve olduğu görülmektedir. Dinamik yeteneklerin üst bir kavram olarak kabul edilmeye başlanmasıyla beraber alanda çeşitliliğin arttığı gözlemlenmiştir. Literatür taraması sonucunda alanda ampirik olarak test edilmesi gereken açıklar tespit edilmeye çalışılmış ve bu açıklar gelecek çalışmalar için önerilmiştir. Bu çalışmanın okuyuculara hem dinamik yetenekler çerçevesinin tarihsel sürecini kavramaları açısından hem alanda yapılan çalışmalarını kolay tespit etmeleri açısından hemde alanda çalışılması muhtemel boşlukları önermesi açısından katkı vermesini beklemekteyiz.

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YAZAR KATKI BEYANI

Olcaş Bektaş  Kavram/fikir; Literatür taraması; Tasarım; Taslağın yazımı; Yönetme ve kontrol; Son onay ve sorumluluk. Genel katkı düzeyi %33,4

Erkan Erdemir  Kavram/fikir; Literatür taraması; Tasarım; Taslağın yazımı; Yönetme ve kontrol; Eleştirel inceleme; Son onay ve sorumluluk. Genel katkı düzeyi %33,3

Yücel Sayılar  Kavram/fikir; Tasarım; Yönetme ve kontrol; Eleştirel inceleme; Son onay ve sorumluluk. Genel katkı düzeyi %33,3

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Kaynakça

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Ek 1

Sistematik Literatür Taraması Kapsamında İncelenen Makaleler

Kavramsal Çalışmalar

Kavramsal tartışma makaleleri

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Karma (hibrit) yöntemlerle yapılan makaleler

Paez vd., 2022; Swanson vd., 2017; Tjong Tjin Tai ve Davids, 2016; Fawcett vd., 2011; Marcus ve Anderson, 2006.

Extended Abstract

Although dynamic capabilities are a relatively new concept in the strategic management literature, it has become one of the most widely published frameworks in the field. The concept of dynamic capabilities is defined as the ability of firms to combine, build and reshape their internal and external competencies in environments where change is constant. The framework for dynamic capabilities can better explain the benefits of sustainable competition for firms, especially in environments where change is fast, and explain their arguments more clearly than the resource-based view and competitive forces approach. Thus, the dynamic capabilities view has aimed to fill the research gap of other frameworks that explain how a particular competitive advantage can be maintained or sustained under stable conditions but neglecting to explain how such a competitive advantage is gained in the first place and how it can be sustained under changing conditions.

The purpose of this study is to review how dynamic skills are progressing in the first year since the concept of dynamic skills was discussed in the strategic management literature, and how they are progressing in the 25 years since then, with changes in their dimensions and to identify the gaps that have not been empirically studied in the field. In this study, the dynamic capabilities view literature was examined in two periods. The first period in which the dynamic capabilities view emerges, its dimensions are conceptualized and shaped around the two main currents is between 1997 and 2012, and it is called an early period in this study. Due to the fact that dynamic capabilities are a relatively new field of study in the strategic management literature, different views arise on many basic issues such as the definition of the concept, its antecedents, successors and sub-dimensions, especially in the early period. However, the fact that dynamic capabilities cover the processes, resources and inter-process competencies of organizations causes their sub-dimensions to be named in different ways in the literature. In this study, the sub-dimensions of dynamic abilities created in the early studies were classified and the most commonly used ones among these dimensions were discussed in detail. Two key studies have been driving the development of the dynamic capabilities framework, especially in the early part. These two main camps, whose views and common opinions have an influence on the determination of the framework of dynamic capabilities, one of the most studied areas in the literature of strategic management today, have been thoroughly examined in the study.

In the second period, it is seen that the two main currents converge within the framework of dynamic capabilities, concepts and dimensions become clear, and dynamic capabilities have become the dominant framework of strategic management literature with increasing empirical studies. In the early studies of the dynamic capabilities literature, the authors considered dynamic capabilities as a whole and explained them through three basic sub-dimensions.

However, with the increase in both conceptual and empirical studies over time, all capabilities that can create a competitive advantage for companies in rapidly changing environments with high environmental uncertainty have been separately considered as dynamic capabilities. In this study, a list of skills that have been dynamically conceptualized in recent years has been created, revealing the diversity and richness of the dynamic talent framework today.

While the increase in company capabilities, which is considered dynamic capability by different authors in the field contributes to the enrichment and development of the framework of dynamic capabilities, it is still unclear which dynamic capabilities of firms will have an impact on company performance, which dynamic capabilities will be more effective in the conditions where environmental uncertainty is high. It is expected that this study will contribute to the field in terms of explaining the historical development of the dynamic capabilities framework, determining the currents that affect the evolution of concepts and sub-dimensions in the development process, and clarifying its position in the strategic management literature in the minds of the reader with recent studies, and identifying the gaps that need to be tested with empirical studies in the field and suggesting it to the reader.