

## The Role of Corporate Social Responsibility, Corporate Reputation and Dynamic Capabilities in Manufacturing Industries

*Sri Sarjana, Dwi Kartini, Popy Rufaidah and Yunizar*

Faculty of Economics and Business, Padjadjaran University, Indonesia

---

**Abstract:** Corporate reputation is an assessment of stakeholder based on existences, leadership and innovation. This study empirically investigate the effect of corporate social responsibility, dynamic capabilities, reputation and competitive advantage in manufacturing industries. Active role of manufacturing industries for involvement in CSR is needed by stakeholders in order to sustain the economic, social and environment that ultimately increase the reputation of an objective that can be achieved by manufacturing industries. The development of dynamic capabilities is an internal factor for manufacturing industries into sections to winning competitive advantage. The authors conducted a survey to test the hypotheses and design a SEM to analyze them. The results showed that CSR have positive effect on reputation. Dynamic capabilities have effect on competitive advantage. This study concluded that reputation have effect on competitive advantage. This finding integrates insights in reputation framework into a generalization have direct effect on competitive advantage in manufacturing industries. This research is expected to provide for manufacturing industries have valuable suggestions for management practices to increase reputation and achieved the industrial goals especially to win in the competitive advantage.

---

**Key words:** Competitive Advantage • Reputation • CSR • Dynamic Capabilities

---

### INTRODUCTION

Businesses have operational strategies, marketing capability, proactive operation system, reformed concepts and paradigms to enhance their globalized competitiveness in order to conformed external environment [1]. Competitive economy it became very difficult for corporations to ensure sustainable growth [2]. Issue of global organizational learning from CSR practices carried out in different business units, divisions and country operations [3]. Change is an inevitable factor in the development of any organizations and can be adapted, adopted, piloted through benchmarking in order to compete in this competitive business environment [4]. An enterprise should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders [5]. New activities require a continual analysis activity because today's business environment changes rapidly and continually [6].

The competitive advantage development strategies section allows the decision-maker to define company determination, market definition, value of the product and the marketing plan [7], must be focus on creating competitive advantage by emphasizing cost, quality and on time delivery [8]. Business to business provides many growth opportunities and benefits for firms included cost reductions, efficiency improvements, better supplier relationships, access to global markets, new customers and suppliers, productivity improvements, increased profits and gains in competitive advantage [9]. Increasingly corporations are engaging generous financial resources to develop image of doing good to strengthen its relationships with all stakeholders particularly customers, employees, investors, government and community [10]. The high competition on business in the manufacturing industry experienced significant improved. There are several manufacturing in industrial area at Bekasi and Karawang not able to compete and recently suffered setback and even a few that went bankrupt. Thus increasing the performance in dealing with situations and

conditions change fast, erratic and unpredictable, it is an important part of manufacturing industries to remain of positive reputation. For compliance and strengthening capabilities in manufacturing industries become an important issue for improve reputation and to win in competitive advantage besides involved of CSR. Assessment reputation for the company by government, especially by the Ministry of Environment in encouraging to arrangement of companies in environmental management is done through the program performance rating (PROPER) based on rank five categories: gold, green, blue, red and black. The aim of this study is expected to increase company reputation through CSR and dynamic capabilities in order to winning the competitive advantage at industrial area. Reputation creates stakeholders perspective is needed to sustain the existence of business.

**Literature Review:** Reputation is defined as the total set of individual and collective judgments on the reliability of institution based on general set of values, their trustworthiness and competence [11], subjective and collective recognition, perception, attitude and evaluation of organization over time between all involved stakeholder groups that is based on specific organizational quality aspects, past behavior, communication, symbolism, possibility and potential to satisfy future expectations comparing to competitors [12], reflects people's perception about the company [13], perceptions of its relevant stakeholders included customers, employees, owners, suppliers and strategic partners, society and community, government or nongovernmental organizations [14], latent assessment construct driven by both individualistic and collectivist organizational identities built on trust [15].

Good reputation is valuable asset that allows firm to achieve persistent profitability or sustained and superior performance [16]. Measurement of corporate reputation included customers comprehensive sense of total experience in the corporate is excellent, customers are optimistic about long-term future of this corporate, corporate is characterized with honesty, corporate is characterized with credibility, the corporate is characterized with dependability [17]. The dimensions of reputation included financial performance, quality of management, business strategy, organizational structure, quality of leadership, human resources, organizational culture, ethics, corporate social responsibility, product offer, brand image, innovation and value creation [18].

Corporate reputation is assessment and perception by stakeholder based on the quality of existence, leadership and innovation.

**Competitive Advantage:** Competitive advantage is broadly covered in the literature in terms of cost reductions, differentiation, growth and quality [19], produce goods or services that their customers are more valuable than goods or services produced as result of their competitors [20]. Sources of competitive advantage included cost advantage, differentiation advantage and marketing advantage [21]. Quality as component of competitive advantage could be achieved in different areas organization consist of product and service quality, information quality, quality of relations with business partners [22]. Knowledge can be considered as a competitive advantage that organizations can hardly imitate its competitors [23]. Competitive advantage is company's strategy to create value of product or service that has uniqueness, differentiation and cost leadership so beneficial for customers if compared to competitors.

**Corporate Social Responsibility:** CSR is a process with the aim to embrace responsibility for the company's actions and to encourage a positive impact through its activities on environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered stakeholders [24], company's sense of responsibility towards the community and environment that is ecological and social in which it operates, a continued promise by companies to act ethically, contribute to sustainable economic development, contribute to improvement quality of life for employees, their families, as well as local communities and society as a whole [25], companies taking responsibility for their impact on society, reflected by intention, actions and performance of specific enterprises to strive to maximize social welfare during the term of their existence under specific institutional arrangements [26].

CSR has emerged as an effective way to create favorable attitudes among consumers [27]. CSR strategy processes including the requirement for informative communications rather than persuasive negotiations, absence of resistance within the organizational community [28]. CSR activities make corporation more attractive for variety of stakeholders as employees, business partners, shareholders, governments and customers, increasing its brand loyalty, image and awareness, long-term commitment, environmental

protection and so reducing the loss of corporate reputation [29]. The CSR approach is holistic and integrated with the core business strategy for addressing social and environmental impacts of businesses [30]. CSR is company's commitment as consequence to impact of corporate activity on environment through efforts in the fields of economic, social, environmental and ethics to improve welfare and interests of sustainability for company and its stakeholders.

**Dynamic Capabilities:** Dynamic capabilities as a process related organizations ability to reconfigure the basis of its resources in order to respond to more efficiently changes in field of its activity [31], ability of a firm to deploy new configurations of operational competencies relative to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities [32], ability to create and reconfigure the resources to adapt rapidly changing markets [33], represent the ability of a firm to create new manufacturing processes, new products and services in order to rapidly respond to changing environments [34], refer to firm's ability for integrate, establish and redeploy internal and external resources into the best configuration in order to be able to create and develop new capabilities and create new market opportunities [35]. The dimension of dynamic capabilities consists of sensing, learning, integrating and coordinating capabilities, as sequential logic to reconfigure existing operational capabilities [36]. Dynamic capabilities emphasize the transforming of environmental characteristics and how the firms manage to adapt, integrate and reconfigure internal and external organizational resources to compete with the dynamic environmental conditions [37]. Firms should renew their resource base upon dynamic capabilities approach and which deploy relevant capabilities as dynamic capabilities hold the potential for sustained competitive advantage especially in turbulent environment [38]. Dynamic capabilities is ability and competence to utilize its resources through the process of scanning, sensing, learning, integration and coordination in the face of global environmental change rapidly in order to create a competitive advantage for corporate.

**Theoretical Framework & Hypotheses:** Information infrastructure capability has potential to increase organizational competitive advantage [39]. Firm can continually renew their knowledge base through its dynamic capabilities so that it is possible to respond for

changing environments [40]. Dynamic capabilities help enhance corporate performance, particularly when an enterprise has synchronized development capacity and corporate strategy, which can lead to superior performance [33]. The primary premise of dynamic capabilities framework that firm has operational capabilities and resources [41]. Firms with stronger commitment to deploying dynamic capabilities are more successful and hold the potential for sustained competitive advantage [38]. Dynamic capabilities are focusing on modifying the firm resources to match the changing environment [42]. Dynamic capabilities are closing influence on competitive advantage and have implication to performance [43]. CSR, dynamic capabilities, reputation and competitive advantage are using to comprehend relationships between variables at manufacturing industries. This study tried to merge and combine multiple variables from previous studies for the model development. The research model is an attempt to assist the management in manufacturing industries to consider several variables that can affect business performance.

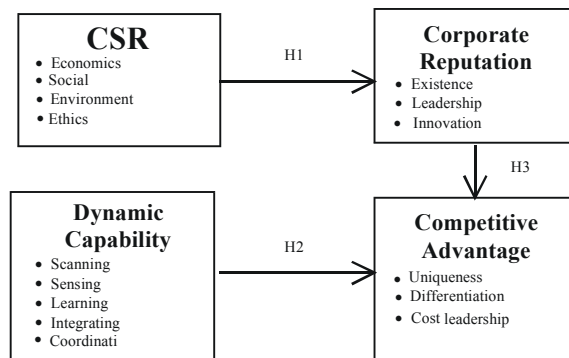


Fig. 1: Research paradigm

Based on previous literature review, research hypotheses:

- H<sub>1</sub>: CSR has positive effect on corporate reputation
- H<sub>2</sub>: Dynamic capability has positive effect on competitive advantage
- H<sub>3</sub>: Corporate reputation has positive effect on competitive advantage

## MATERIALS AND METHODS

The main objective of this research investigated the influence of CSR and dynamic capability impact on reputation and implication on competitive advantage at

manufacturing industries. The unit of observation is manufacturing manager in Bekasi and Karawang, especially in manufacturing industries. The main design of this study tested theory verification or results of previous studies. This study was aimed that has implemented of corporate reputation as sampling frame. Researches have taken places in various industries such as manufacturing [44]. Data analysis for the research was conducted using Lisrel 8.8 to assist in analysis of the variables as well as the application of structural equation modeling analysis of causal relationship between variables. Size of research sample has to be large enough to be used in the data analysis by the application of the model equations with structure and the distribution of data [45].

Data collected from 206 industries engaged in industrial area. Industrial area are located at Bekasi consist of MM2100, Jababeka, EJIP, Hyundai, Delta Silikon. Industrial area located at Karawang consist of KIIC, Surya Cipta, Kota Bukit Indah. The sampling methods using stratified random sampling. Subsequently, simple random sampling was applied for each stratified random sample to the data collected from the surveyed population. Population consists of manufacturing industries in Indonesia especially located in Karawang and Bekasi. The data collected from manufacturing industries to distribute through email and face to face conversations. From the target sample of questioners, 300 questioners were distributed, 94 were discarded as incomplete. Hence, the final response rate was 68.7 percent. Data were gathered during January until March 2017. In operational variables showed dimensions and indicators used to measure the research variables. Measurements used Likert scale with 5 points to obtain a clear view of respondents. This study classifies four variables such as CSR, dynamic capability, corporate reputation and competitive advantage. Statistical results obtained from questionnaire were analyzed.

The next step in this research is to examine the validity and reliability. Test validity demonstrated the extent to which precision and accuracy of instrument can measure construct. The test of validity is measured with confirmatory factor analysis. While reliability test is used to measure the internal consistency of construct indicator that shows degree of each indicator that indicate common construct. Test reliability is measured by calculating the construct reliability and variance extracted. Finally, we decided to conduct our research more specifically in the manufacturing industries for several reasons. First, it is a

sector in which industries responsible initiatives are developed and improved. Second, this research field helps us to avoid the limitation of industries experiments, since data are obtained in real condition of use. Problem analyzed solved with quantitative research methods.

**Analysis and Result:** Table 1 show that profile of respondents, result reveals that 45.6% respondents have less 5 years of existence and 18.5% respondents worked over then 10 years. With regard to number of employee, 47.6% have biggest employee with around 101-1000 employees and the most of them around 42.2% respondents with background activities of automotive industries as the most respondents and have effect in this survey.

Testing the validity refers to loading factor values obtained from standardized regression weight compared with cut of value. The instrument is said to be valid if value of loading factor = 0.5. Reliability testing is done by calculating value of construct reliability and variance extracted. An instrument is said to have good level of reliability when construct reliability value = 0.70 and variance extracted values = 0.5. Table 2 shows construct reliability and variance extracted test.

Based on calculations for construct reliability and variance extracted in every indicator known to all indicators were declared valid because it has a factor loading = 0.5 or have a loading factor is greater than two times standard error. As value of construct reliability = 0.70 and value of variance extracted  $\geq 0.5$ , so it can be concluded that all constructs and indicators used in this study has the value of good validity and reliability. The indicator of each constructs adopted from various previous research can be implemented properly in this study.

Analysis model shows that research model fits the data. Further, hypothesis test indicates an analysis of influence of the CSR, dynamic capability, reputation and competitive advantage. Goodness of fit indices for structural model show a good fit and therefore it is feasible to test the proposed hypotheses.  $H_1$  is supported ( $\beta_1 = 0.61$ ) as CSR dimension in industries on reputation. That means  $H_1$  described that CSR has a positive direct effect on reputation.  $H_2$  and  $H_3$  are confirmed ( $\beta_2 = -0.50$ ;  $\beta_3 = 1.13$ ) is CSR and dynamic capability. This is understood that dynamic capability has positive direct effect on competitive advantage. These results give empirical support to idea that efforts made by industries will be rewarded projection of positive reputation that will

Table 1: Demographic respondents

Demographics profile	Category	No. of Respondent %	
Years of existence	Less 5 years	94	45.6
	5 - 10 years	74	35.9
	Over 10 years	38	18.5
No. of employees	Less 10	3	1.4
	11 - 100	84	40.8
	101 - 1000	98	47.6
	Over 1000	21	10.2
Background activities	Automotive	87	42.2
	Electronics	58	28.2
	Food & Beverages	34	16.5
	Logistics	25	12.1
	Others	2	1

Table 2: Construct reliability and variance extracted

Variable	Indicator	$\lambda$	$\lambda^2$	e	CR	VE	Interpretation
CSR	Economics	0.940	0.884	0.116	0.950	0.83	
	valid & reliable						
	Social	0.880	0.774	0.226			
	Environment	0.870	0.757	0.243			
	Ethics	0.960	0.922	0.078			
	Dynamic Scanning	0.890	0.792	0.208	0.960	0.84	
	valid & reliable						
	Capability	Sensing	0.890	0.792	0.208		
	Learning	0.960	0.922	0.078			
	Integrating	0.960	0.922	0.078			
	Coordinating	0.880	0.774	0.226			
	Corporate	Existence	0.785	0.616	0.383	0.770	0.54 valid&reliable
	Reputation Leadership	0.807	0.651	0.348			
	Innovation	0.586	0.343	0.657			
	Competitive Uniqueness	0.970	0.941	0.059	0.990	0.96	valid & reliable
	Advantage	Differentiation	0.1000	0.1000	0.000		
	Cost leaderships	0.970	0.941	0.059			

Table 3: SEM Result

Hypotheses	Structural Relationship	Standard Coefficient	Contrast (Robust t-value)
H <sub>1</sub>	CSR → CR	0.61 (4.86)	Accepted
H <sub>2</sub>	DC → CA	1.13 (2.21)	Accepted
H <sub>3</sub>	CR → CA	0.39 (2.74)	Accepted

lead to increasing competitive advantage. Finally, H<sub>4</sub> expects that reputation will have positive direct effect on competitive advantage ( $\beta = 0.39$ ) is supported. Therefore, proposed model is totally supported by results.

The model indicated confirmatory factor analysis procedure to access all constructs involved in the study. The data are the score of 206 managers in industries on construct activities. The structural model result at table 3 shows the achieved stable model fit estimation. The indicators of fit explain that  $Cmin/df = 4.170$  ( $Cmin = 345.58$ ,  $df = 85$ );  $GFI = 0.82$ ;  $RMR = 0.38$ ;  $NFI = 0.82$ ;  $CFI = 0.86$ ;  $RMSEA = 0.122$ . SEM result empirically shows that reputation has highly significant influence ( $\beta = 0.39$ ,  $p = 0.0000$ ) on competitive advantage. These indices

suggested that structural model provided good fit to data at hand and yielded corroborating value for the good model fit.

## CONCLUSIONS

This study empirically investigates whether there is an effect CSR, dynamic capabilities, reputation and competitive advantage in industrial area at Bekasi and Karawang, Indonesia. The authors conducted a survey to examine the hypotheses and design a SEM to analyze them. The result shows that CSR have positive effect on reputation in manufacturing industries. CSR have significantly positive influence on corporate reputation

[10]. Another result described that dynamic capabilities has effect on competitive advantage. Dynamic capabilities increase organizational performance and provide competitive advantages [46]. CSR strategy will become more rules based by firms who aim to effectively manipulate and control their capabilities and resources that are valuable, rare and not easily imitated without perfect substitute available to generate sustainable competitive advantages [47]. Dynamic capabilities identified and treated as specific, identical for given firm strategic actions, decisions and organization that create higher value compared to competitors and therefore sustainable business advantage [43]. Our empirical evidence supports all the proposed hypotheses. Moreover, this study described that reputation has positive effect on competitive advantage where CSR is mediated by reputation. Having a good reputation can drive business success in the long-term and losing reputation creates an obstacle to success [5].

CSR becomes evidence for manufacturing industries to contribute sustainability of business, particularly in maintaining perception of stakeholders well at industrial area. The active role of manufacturing industries for involvement in CSR is needed by stakeholders in order to sustain the economic, social and environment that ultimately increase reputation of an objective that can be achieved by manufacturing industries. In addition, the strengthening of dynamic capability as internal factors becomes an important thing for achieving competitive advantage in industrial area at Bekasi and Karawang. As result the circumstances of global rapidly changing and difficult to predict, the manufacturing industries should be able to develop dynamic capabilities to ensure the sustainability company to deal with rapid change and able to compete in the global competition and was finally able to win in the business competition. Manufacturing industries involvement in CSR activities can contribute to strengthening reputation. The development of dynamic capabilities is an internal factor for manufacturing industries that help to winning competitive advantage. Business competition will be won if it has good reputation. Socially responsible behaviors increased value and degree of confidence for various stakeholders and increase level of reputation [5]. Dynamic capabilities have influenced on competitive advantage. Dynamic capabilities through functional competence of the company determine building competitive advantage and the realization of business objectives [43]. This should give in industries that need to justify the policy are associated with sustainable industries issues. However, industries must become much more interested in strategic

management implications of sustainable industries policy and action, including CSR and dynamic capabilities since this research demonstrated have effect on reputation and competitive advantage.

Finally, to refine the findings of this study, some limitation of this research are outlined below. The present research focused on the concepts of reputation, competitive advantage, CSR and dynamic capabilities in industries manufacture. Our findings suggest that CSR and dynamic capabilities aspects are key components, richer and in-depth views of this concepts between reputation and competitive advantage. Dynamic capabilities are key significant capabilities for achieving organizational competitive advantage [39]. Dynamic capabilities influence firm performance indirectly by helping firm renew its existing operations by updating, recombining and reconfiguring its existing operational capabilities [48]. Future research could extend this research by including different stakeholder expectations of CSR, dynamic capabilities, reputation and competitive advantage. Therefore, it would be interesting to replicate this study but considering various stakeholders to ensure that our results are extrapolated to using another variable especially for industries study such as corporate image, governance, leaderships, innovation, performance, satisfaction.

## REFERENCES

1. Barney, J.B., 1991. Firm Resources and Sustained Competitive Advantage, *Journal of Management*, 17(1): 99-120.
2. Wang, H., 2014. Theories for Competitive Advantage. In H. Hasan (Eds.), *Being Practical with Theory: A Window in Usiness Research* (1<sup>st</sup> ed., pp: 33-43). Australia: Theory Research Group.
3. Cruz, L.B. and D.M. Boehe, 2010. How do Leading Retail MNCs Leverage CSR Globally? Insights from Brazil, *Journal of Business Ethics*, 91: 243-263.
4. Attiany, M.S., 2014. Competitive Advantage Through Benchmarking: Field Study of Industrial Companies Listed in Amman Stock Exchange, *Journal of Business Studies Quarterly*, 5(4): 41-51.
5. Gazzola, P., 2014. Corporate Social Responsibility and Companies' Reputation, *Network Intelligence Studies*, II(1/3): 74-84.
6. Akman, G. and C. Yilmaz, 2008. Innovative capability, innovation strategy and market orientation: An empirical analysis in Turkish software industry, *International Journal of Innovation Management*, 12(1): 69-111.

7. Sakas, D., D. Vlachos and Nasiopoulos, 2014. Modelling strategic management for the development of competitive advantage, based on technology, *Journal of Systems and Information Technology*, 16(3): 187-209.
8. Chamsuk, W., T. Phimonstien and W. Fongsuwan, 2015. Research and Development (R&D) Capabilities and Innovation Capability That Affect the Enterprise Competitive Advantage in the Thai Automotive Parts Industry: SEM Approach, *International Journal of Arts & Sciences*, 08(02): 441-457.
9. Fauska, P., N. Kryvinska and C. Strauss, 2013. The role of e-commerce in B2B markets of goods and services, *International Journal of Services, Economics and Management*, 5(1-2): 41-71.
10. Ali, I., 2011. Influence of Corporate Social Responsibility on Development of Corporate Reputation and Customer Purchase Intentions, *Romanian Review of Social Sciences*, 1: 19-27.
11. Golgeli, K., 2014. Corporate Reputation Management: The Sample of Erciyes University, *Procedia - Social and Behavioral Sciences*, 122: 312-318.
12. Sontaite-Petkeviciene, M., 2014. Crisis management to avoid damage for corporate reputation: the case of retail chain crisis in the Baltic countries, *Procedia - Social and Behavioral Sciences*, 156: 452-457.
13. Sandu, M.C., 2015. Reputation - An Important Element for Automotive Industry Profit?, *Procedia Economics and Finance*, 32: 1035-1041.
14. Martínez, P. and I.R. Del-Bosque, 2014. Sustainability Dimensions: A Source to Enhance Corporate Reputation, *Corporate Reputation Review*, 17(4): 239-253.
15. Agarwal, J., O. Osiyevskyy and P.M. Feldman, 2015. Corporate Reputation Measurement: Alternative Factor Structures, Nomological Validity and Organizational Outcomes, *Journal Business Ethics*, 130: 485-506.
16. Baldarelli, M. and S. Gigli, 2014. Exploring the Drivers of Corporate Reputation Integrated With a Corporate Responsibility Perspective: Some Reflections in Theory and in Praxis, *Journal Management Governance*, 18: 589-613.
17. El-Garaihy, W.H., A.M. Mobarak and S.A. Albahussain, 2014. Measuring the Impact of Corporate Social Responsibility Practices on Competitive Advantage: A Mediation Role of Reputation and Customer Satisfaction, *International Journal of Business and Management*, 9(5): 109-124.
18. Olmedo-Cifuentes, I., I.M. Martí'nez-Leo'n and G. Davies, 2014. Managing Internal Stakeholders' Views of Corporate Reputation, *Journal of Service Business*, 8: 83-111.
19. Elbeltagi, I., H. Hamad, J. Moizer and M.A. Abou-Shouk, 2016. Levels of Business to Business E-Commerce Adoption and Competitive Advantage in Small and Medium-Sized Enterprises: A Comparison Study between Egypt and the United States, *Journal of Global Information Technology Management*, 19(1): 6-25.
20. Saloner, G., S. Andrea and P. Joel, 2001. *Strategic Management*. New York: John Wiley & Sons.
21. Roger, B.J., 2010. *Market-Based Management: Strategies for Growing Customer Value and Profitability*. New Jersey: Prentice Hall.
22. N'Da, K., F. Bergeron and L. Raymond, 2008. Achieving advantages from business to business electronic commerce: An empirical validation of an integrative framework, *International Journal of Electronic Business*, 6(5): 516-549.
23. Kaveh, D., E.M. Bamipour and M.S. Far, 2015. The Relationship between Knowledge Management and Competitive Advantage: A Case Study in Small and Medium-Sized Companies in the Packaging Industry of KhorasanRazavi, *European Online Journal of Natural and Social Sciences*, 4(1): 650-659.
24. Gaurang Kumar, B., 2015. Cost Benefit Analysis of Corporate Social Responsibility (CSR), *Journal of Advances in Management*, 8(5): 7-12.
25. Cierna, H. and E.Sujova, 2015. Parallels Between Corporate Social Responsibility and The EFQM Excellence Model, *MM Science Journal*, pp: 670-676.
26. Hongjun, X., 2014. Will Institutional Distance Affect Multinational Firms' CSR Performance in a Host Country, *Journal of China Economist*, 9(5): 108-122.
27. Mark, D., M.D. Groza, M.R. Pronschinske and M. Walker, 2011. Perceived Organizational Motives and Consumer Responses to Proactive and Reactive CSR, *Journal of Business Ethics*, 102: 639-652.
28. Sharp, Z. and N. Zaidman, 2010. Strategization of CSR, *Journal of Business Ethics*, 93: 51-71.
29. Erkmen, T. and E. Esen, 2014. The Mediating Role of Trust to Managers on the Relationship Between Corporate Reputation Practices and Employees' Course of Actions to Customers, *Social Responsibility Journal*, 10(2): 282-296.
30. Kaur, P., 2015. Corporate Social Responsibility: Present Scenario in India, *Journal of Commerce & Management Thought*, 6(3): 496-511.

31. Masteika, I. and J. Cepinskas, 2015. Dynamic Capabilities in Supply Chain Management, *Procedia-Social and Behavioral Sciences*, 213: 830-835.
32. Hou, J., 2008. Toward A Research Model of Market Orientation and Dynamic Capabilities, *Journal of Social Behavior and Personality*, 36(9): 1251-1268.
33. Wang, C.L. and P.K. Ahmed, 2007. Dynamic Capabilities: A Review and Research Agenda, *International Journal of Management Reviews*, 9(1): 31-51.
34. Helfat, C., S. Finkelstein, W. Mitchell, M.A. Peteraf, H. Singh and D. Teece, 2007. *Dynamic Capability: Understanding Strategic Change in Organizations*. MA: Blackwell.
35. Eisenhardt, K.M. and J.A. Martin, 2000. Dynamic Capability: What Are They, *Strategic Management Journal*, 21(1): 1105-1121.
36. Pavlou, P.A. and O.A. El-Sawy, 2011. Understanding the Elusive Black Box of Dynamic Capabilities, *Journal of Decision Sciences*, 42(1): 239-273.
37. Teece, D.J., 2007. Explicating Dynamic Capabilities: The Nature and Micro foundations of (Sustainable) Enterprise Performance, *Strategic Management Journal*, 28(13): 1319-1350.
38. Breznik, L. and M. Lahovnik, 2014. Renewing The Resources Base in Line With the Dynamic Capabilities View: A key to Sustained Competitive Advantage in The IT Industry, *Journal of East European Management Studies*, 19(4): 453-485.
39. Ling, L.S., O.P. Tee and U.C. Eze, 2014. Conceptualizing Knowledge Management and Information Infrastructure Capability for Competitive Advantage: A Malaysian Perspective, *Journal of Global Information Technology Management*, 17: 117-138.
40. Zheng, S., W. Zhang, X. Wu and J. Du, 2011. Knowledge-based dynamic capabilities and innovation in networked environments, *Journal of Knowledge Management*, 15(6): 1035-1051.
41. Teece, D.J., G. Pisano and A. Shuen, 1997. Dynamic Capabilities and Strategic Management, *Strategic Management Journal*, 18(7): 509-533.
42. Bowman, C. and V. Ambrosini, 2003. How the Resource-based and the Dynamic Capability Views of the Firm Inform Corporate Level Strategy, *British Journal of Management*, 14: 289-303.
43. Marichova, A., 2014. The dynamic capabilities of the firm - a major factor for sustainable competitive advantage: A study of Bulgarian construction industry, *Ovidius University Annals Series: Civil Engineering*, 16: 53-64.
44. Kylaheiko, K. and J. Sandstrom, 2007. Strategic Options-based Framework for Management of Dynamic Capabilities in Manufacturing Firms, *Journal of Manufacturing Technology Management*, 18(8): 966-984.
45. Hair, J., W.C. Black, B.J. Babin and R.E. Anderson, 2010. *Multivariate Analysis*, 7<sup>th</sup> edition. NJ: Pearson Education International.
46. Tseng, S. and P. Lee, 2014. The Effect of Knowledge Management Capability and Dynamic Capability on Organizational Performance, *Journal of Enterprise Information Management*, 27(2): 158-179.
47. Chung, M. and N. Safdar, 2014. Firms Strategic CSR Choices during the Institutional Transition in Emerging Economies, *International Review of Management and Business Research*, 3(3): 1709-1727.
48. Gao, T. and Y. Tian, 2014. Mechanism of Supply Chain Coordination based on Dynamic Capability Framework-the mediating Role of Manufacturing Capabilities, *Journal of Industrial Engineering and Management*, 7(5): 1250-1267.