Turkish Online Journal of Qualitative Inquiry (TOJQI)
Volume 12, Issue4, July , 1863 - 1874

Research Article

Dynamic Leadership For Patriotism Innovation

Hanisah Zamani
School Of Business And Economics, Universiti Putra Malaysia

Mohd Norazmi Nordin
Cluster Of Education And Social Sciences, Open University Malysia

Abstract

According To Tidd, Bessant And Pavitt (2008), The Source Of Competitive Advantage Is Changing From The Size And Assets Of Organizations To The Capabilities Of Organizations Of To Mobilize Knowledge And Technological Advances And To Innovate In Their Offerings And In The Ways They Create And Launch These Offers. In This Sense, Innovation Has Been Widely Addressed In The Literature. In Addition To The Definition Of Types And Degrees Of Innovation, Scholars On The Subject Seek To Understand Which Types Of Companies Are The Most Frequent Sources Innovation And Explain How Companies Succeed With Innovation Through Static Models. Pisano (2006) Reports That Already In The Early 1980s, Large Us Companies Have Begun Experimenting With Alternative Organizational Approaches To Innovation, Obtaining Technology Through Alliances, Licensing Agreements, And Other Contractual Forms Of Collaboration With External Companies. According To Helfat Et Al. (2007), The Dynamic Capabilities Approach, Described As A Sister Topic To Rbv (Resource-Based View) Concerns The Changes That Companies Must Create For Means Of Technological, Organizational Or Strategic Innovations To Efficiently Innovate And Create Value Through Its Resources. The Different Studies That Analyzed The Role Of Dynamic Capabilities In The Innovation Of Organizations Did Not Consider, However, The Relationship Between Innovation Models And Capabilities Dynamics Of Organizations. This Study Was Set In The Telecommunications Sector In India, More Specifically In A Company In The Value Added Services Sector, Defined By The General Law Of Telecommunications As The Activity That Adds To A Telecommunications Service That Supports, New Utilities Related To Access, Storage, Presentation, Moving Or Information Retrieval.

Introduction

It Is Worth Noting, That According To The 2011 Mobile Monitor Acision Report (Intelligence In Telecommunications, 2013), The Revenue From Value-Added Services (Acronym Value Added Services) In India Grew 41.5% In The Third The Quarter Of 2010 Compared 3 To The Quarter Of 2009, While Mobile Voice Revenue Grew Only 7.3% In The Same Period. Also According To That Report, The Indian Mobile Telephony Market Is Reaching Its Maturity, Having Surpassed In October 2010 The 100 Cells/100 Inhabitants. By Having As Mobile Voice Revenue Is Slowing Its Growth Rate, Mobile Voice Operators Mobile Phones Are Looking For New Revenue Streams And Expanding Their Range Of Value Services Aggregate (Vas). Every Aspect Requires Efficient Management (Abdul Jalil Et Al., 2021; Mohd Noh Et Al., 2021; Mustafa Et Al., 2021; Roszi Et Al., 2021; Tumisah Et Al., 2021). If It Is Managed Well, Various Problems Can Be Avoided (Irma Et Al., 2021; Suzana Et Al., 2021; Rohanida Et Al., 2021; Nazrah Et Al., 2021; Shahrulliza Et Al., 2021).

The Objectives Of This Article Are To Identify The Dimensions Of The Dynamic Capabilities Of The Organizations (Teece, 2007, 2009) And The Phases Of The Dynamic Model Of The Proposed Innovation Process By Abernathy And Utterback (1978) And To Analyze The Relationship Between The Dimensions Of

Dynamic Capabilities Organizations And The Dynamic Process Of Innovation. The Research Question That Arises In This Study, Therefore, Is: What Is The Relationship Between The Dimensions Of The Dynamic Capabilities Of Organizations And The Innovation Process In A Value-Added Services Company? To Achieve The Objectives Proposed For This Article, A Case Study Was Developed. Unique Of A Company In The Value Added Services (Vas) Sector In The Telecommunications. All Aspects Require Effective Leadership And Management (Mohd Arafat Et Al., 2021; Sumaiyah Et Al., 2021; Hifzan Et Al., 2021; Shahrul Et Al., 2021; Helme Et Al., 2021).

Innovation

Schumpeter (1950), Considered The Father Of Innovation Studies, Understands That Entrepreneurs Will Seek To Gain Competitive Advantage Using Technological Innovation Through Development New Products Or Services Or New Processes To Produce Them. According To The Aforementioned Author, The Innovation Will Guarantee Competitive Advantage Or Monopoly Profits Until Other Entrepreneurs Come To Imitate Them, Thus Amortizing Monopoly Profits Until An Entrepreneur Develops A New Product, Service Or Process, Returning To The Beginning Of The Cycle Described By The Referred Author As Process Creative Destruction. Every Organization Values Perfect Management In Ensuring Success (Farah Et Al., 2021; Syahrul Et Al., 2021; Quah Et Al., 2021; Ahmad Syarifuddin Et Al., 2021; Jumiah Et Al., 2021).

Abernathy And Utterback (1978), Similarly To Schumpeter (1950) See The Innovation Of Cyclical Way, But They Argue That, For A Given Set Of Technological And Market Conditions, There Seems To Be A Long Period Of Relative Stability, In Which There Are Continuous And Countless Small Variations Around A Base Innovation.

According To Afuah (1998), Innovation Can Be Defined As The Use Of A New Knowledge To Offer A New Product Or Service That Customers Want, Or How To Adopt Ideas That Are New To The Organization That Adopts Them. The Author Proposes That Regardless Of Origin, To Be An Innovation, An Idea Must Be Converted Into A Product Or Service That The Market Absorbs. The Success Of Something Depends On Good And Efficient Management (Mohd Ali Et Al., 2021; Parimala Et Al., 2021; Siti Jamilah Et Al., 2021; Nor Fauziyana Et Al., 2021; Noel Et Al., 2021).

Additionally, Tidd Et Al. (2008) Argue That Innovation Is An Essential Process, Concerned With Renewing What The Company Offers (Its Products And/Or Services) And With The Ways That Products And Services Are Manufactured And Sold. In Addition To Defining The Types And Degrees Of Innovation, The Innovation Literature Seeks To Understand What Types Of Companies Are Most Frequent Sources Of Innovation And Explain How The Companies Succeed With Innovation Through Static Models And Dynamic. The Best Way Is To Do Efficient Management (Ahmad Shafarin Et Al., 2021; Junaidah Et Al., 2021; Farah Adibah Et Al., 2021; Ahmad Shakani Et Al., 2021; Muhamad Amin Et Al., 2021). This Demonstrates That The Importance Of Something Being Managed Well (Santibuana Et Al., 2021; Nor Diana Et Al., 2021; Zarina Et Al., 2021; Khairul Et Al., 2021; Rohani Et Al., 2021; Badaruddin Et Al. , 2021, Abdul Rasid Et Al., 2021).

Dynamic Innovation Model Of Abernathy And Utterback

The Dynamic Model Of The Innovation Process By Abernathy And Utterback (1978) Describes, By Through The Association Of Interdependent Degrees Of Innovation In Products And Processes In The Fluid Phases, Transitory And Specific To The Dynamics Of Innovation, Observable Patterns Of Innovation In All The Industries And Sectors.

According To Tidd Et Al. (2008), The Dynamic Model Of The Innovation Process Developed By Abernathy And Utterback (1978), Considered Still Current And Able To Explain The Innovation Process, Seeks To Understand The Stages Of Evolution Of A Successful Industry, Identifying Periods Of Flexibility, Intermediate And Full Maturity Of The Dynamic Model Of The Innovation Process. Additionally, Parthasarathy Et Al. (2011) Emphasize That The Dynamic Model Of The Process Of Abernathy And Utterback's (1978) Product And Process Innovation Illustrates The Relationship Between Product And Process Innovation Over Time.

It Is Worth Noting That, As Reported By Tidd Et Al. (2008), Although The Dynamic Model Of Abernathy And Utterback's (1978) Innovation Process Was Originally Developed For Manufactured Products, The Model Can Also Be Applied To Service Operations.

Fluid Phase

Utterback (1996) Argue That In The Fluid Phase, Product Change Is Associated With Identifying An Emerging Need Or A New Way Of Meeting A Existing Need, That Is, It Is An Entrepreneurial Act. Additionally, Utterback (1996) Describes The Fluid Phase Of The Dynamic Model Of The Process Of Innovation As The Period In Which The Predominant Type Of Innovation Takes Place Through Frequent And Important Product Changes, With A Competitive Emphasis On Functional Performance, Stimulated By Information About Users' Technical Needs And Contributions. The Author Also Reports That In The Fluid Phase New Product Technology Is Often Crude, Expensive And Unstable, Capable, However, Of Serve A Function In A Highly Desirable Way For Some Market Niches. At This Stage, The Production Processes Are Flexible And Inefficient And Organizational Control Is Informal And Entrepreneur, Enabling Important Changes To Be Accommodated. Still According To Utterback (1996), The Flurry Of Radical Product Innovation, Which Characterizes The Fluid Phase, Eventually Ends With The Emergence Of A Dominant Design, Basis For A Smaller Number And Incremental Innovations In Products And For The Awakening Of Other Creative Activities.

Transitional Phase

The Transitional Phase Of The Dynamic Model Of The Innovation Process Is Described By Utterback (1996) As In The Intermediate Years, In Which Important Process Innovations Predominate Necessary To Increase Production Volume And In Which The Main Products Are Used The Most Widely In This Phase, The Competitive Emphasis Is Placed On Product Variation Stimulated By Opportunities Created By Expanding Technological Capacity. The Author Also Reports That The Phase Transitory Of The Innovation Process Is Marked By The Acceptance Of Product Innovation By The Market, By The Emergence Of A Dominant Design And By The Focus On Research And Development Of Specific Product Features. Additionally, Utterback (1996) Reports That In The Transitory Phase Production Processes Become More Rigid, With Changes Taking Place In Important Steps And The Organizational Control Being Done Through Collaborative Relationships, Project Groups, And Tasks.

According To Tidd Et Al. (2008), The Transitional Phase, Or The Authors Call The Phase Of Transition , Is The Period When Dominant Design Emerges And The Emphasis Shifts To Imitation And Development Around The Dominant Design. It Is At This Stage That Activities Are Displaced From The Radical Conceptual Development For More Concentrated And Targeted Efforts At Differentiation Of The Product And Marketing It Reliably, More Affordable, With Higher Quality And Extended Functionality.

Although The Dominant Design Concept, Introduced By Abernathy And Utterback (1978), Touted As The Key Transition Point Between Eras Of Effervescence And Eras Of Incremental Change By Tushman And Murmann (2003), Is Extensively Addressed In The Innovation Literature (Abernathy & Utterback, 1978; Anderson & Tushman, 1990; Christensen & Bower, 1996; Christensen, Suarez, & Utterback, 1996; Kodama, 1995; Suarez & Utterback, 1995; Teece, 1986), The Level Of Analysis Adopted (Products/Systems, Subsystems/Modules And Linkage Mechanisms Between Subsystems) And The Underlying Causal Mechanisms Driving Dominant Design Proposed In These Studies Are Quite Distinct. Hobday (1998) Emphasizes, However, That Unlike The Dynamics Of Goods Innovation Mass Produced (Commodities) Marked By The Emergence Of Dominant Design, In The Innovation Of Complex And Highly Customized Products, Product Design, Production Methods And Post-Delivery Innovations Are Negotiated Ex Ante Between Users, Suppliers And Professional Bodies.

Specific Phase

The Specific Phase Of The Dynamic Model Of The Innovation Process Is Described By Utterback (1996) As The Period Of Full Maturity, When Prosperity Is Ensured By Leadership In Various Essential Products And Technologies. At This Stage, The Competitive Emphasis Is Placed On Cost Reduction Stimulated By Pressure

To Reduce Price And Improve Quality, Predominantly Generating Incremental Innovations In Products And Processes, With Cumulative Improvement In Productivity And Quality.

Additionally, Utterback (1996) Reports That In The Specific Phase Of The Innovation Process, Products Are Highly Defined, There Are Small Differences Between Competitors' Products, The Production Process Becomes Efficient, Capital Intensive And Rigid, With High Switching Costs, And Organizational Control Is Done Through An Emphasis On Structure, Objectives And Rules. In The Same Sense, Tidd Et Al. (2008) Argue That, In The Specific Phase, As The Concept Matures, Incremental Innovation Becomes Increasingly Significant, And The Emphasis Shifts To Cost Factors, Focusing On Economies Of Scale And Process Innovation To Reduce Costs And Increase Productivity.

Dimensions Of Dynamic Capabilities

Teece (2007, 2009) Proposes That Dynamic Capabilities Can Be Disaggregated Into Dimensions: I) Ability To Detect (Sensing) Opportunities And Threats; Ii) Apprehension Capacity (Seizing) Of The Opportunities; Iii) And Ability To Reconfigure (Reconfiguring) Assets.

Detection Capability

According To Teece (2009), Defined “Detection Ability As The Ability To Perceive And Shape To Opportunities And Threats, It Is Primarily An Activity Of Scanning, Creating, Learning And Interpretation, And Does Not Only Involve Investments In Research And Probing Activities Of The Customer Needs And Technological Possibilities, It Also Involves Understanding The Latent Demand, The Structural Evolution Of The Sector And The Market”.

Katkalo Et Al. (2010) Describe The Detection Capacity As Similar To The Activity Of Exploration, Treated By The Management Literature As Having A Longer And Longer Time Horizon Uncertainty, Such As Research Into A Potentially Disruptive Technology.

Ellonen Et Al. (2011) Argue That “The Detection Capacity Denotes The Firm's Capacity In Sweeping And Monitoring Changes In Operating Environments And Identifying New Opportunities, It Comprises Processes And Practices, Such As Research And Development, Identification Of Consumer Needs, Systematic Ways To Reach Technological Developments And Market Innovations Through Complementers And Suppliers”.

Ridder (2012) States That “Detection Capability Refers To The Recognition Of Market And Technological Opportunities And The Mobilization Of Required Resources”. The Author Proposes That The More And The Better The Firm Scans The External Environment And Selects Appropriate Opportunities, It Will Gain Better Access To New Technological Resources.

Seizure Capacity (Seizing)

According To Teece (2009), The Apprehension Capacity Is The Capacity To Apprehend Opportunities; Once The Opportunity Has Been Perceived, It Must Be Addressed Through New Products, Processes Or Services, Which Almost Always Require Development Activities And Marketing, And Involves Maintaining And Improving Technological Skills And Assets. Complementary. Katkalo Et Al. (2010) Describe The Apprehension Capacity As Similar To The Activity Of Exploitation Treated By Management Literature As Having A Shorter And Shorter Time Horizon Uncertainty, Such As The Sale Of Mature Products. Ellonen Et Al. (2011) Argue That The Ability To Seize Opportunities Is Necessary In Product Architecture And Business Model Design And Brand Management, The Ability To Detection Also Includes Decision-Making Practices Related To New Ventures, Partners And Choice Of Distribution Channels. Ridder (2012), Quite Succinctly, States That The Apprehension Capacity Refers To The Organizational Strategy And The Infrastructure Through Which The Integration Of Resources To Creating And Capturing The Value Of Opportunities.

Reconfiguration Capability

According To Teece (2009), The Ability To Reconfigure, Key To Growth Sustainable Profit, Is The Ability To Remain Competitive Through Improvement, Combination, Protection, And, When Necessary, The Reconfiguration Of The Company's Tangible And Intangible Assets. Additionally, Helfat And Peteraf (2009) Report That The Dynamic Reconfiguration Capability Can Change An Organization's Accumulated Asset Base, Leading To An Additional Effect On The Firm Performance, Competitive Advantage And New Positions (Of Assets) And Paths (Evolutionary).

Phases Of The Dynamic Innovation Process

In This Study, The Phases Of The Dynamic Model Of The Innovation Process And The Level Of Analysis (Product), Proposed By Abernathy And Utterback (1978), Were Adopted To Analyze The Process Of Innovation Of The Company Due To The Recognized And Still Current Ability To Explain The Process Innovation (Tidd Et Al., 2008).

It Is Worth Noting, However, That The Analysis Is Focused On The Phases Of Process Evolution Dynamic Innovation, Regardless Of The Chronological Order Of Aggregation Of Products To The The Case Company's Portfolio.

Fluid Phase

Utterback (1996) Describes The Fluid Phase Of The Dynamic Model Of The Innovation Process As The Period In Which The Predominant Type Of Innovation Takes Place Through Frequent And Important Changes In The Products, With A Competitive Emphasis On The Functional Performance Of The Product, Stimulated By Information About Users' Technical Needs And Contributions. Despite The Company's Initial Intention In Case Of Acting Exclusively In The Distribution Of Products Developed By Partner Companies, The Knowledge Acquired About The Telecommunications Sector, On Consumer Behavior In India And On The Needs Of Customers Of Service Providers Telephony, Added To The Knowledge Acquired About New Technologies, Made It Possible For The Company If It Developed A Product With A High Degree Of Innovation, The Security Product Anti-Theft, Aimed At Cheaper Cell Phones With Less Technological Resources.

The Anti-Theft Product Can Be Classified As A Representative Of The Fluid Phase Of The Process Of Innovation, A Phase Characterized By Product Technology That Is Often Crude, Expensive And Unstable, Able, However, To Serve A Function In A Way That Is Highly Desirable In Some Niches Of Market, As Reported By Respondent E2: “It (The Anti-Theft) Is A Product That It Does Not Exist In The Market, Both In India And The Rest Of The World. It's A Really New Product... It's A Product For The Market That Today Also Consumes Little Security Product... We Developed A Protocol" .

Transitional Phase

According To Tidd Et Al. (2008), The Transitional Phase Is The Period In Which Design Emerges Dominant And The Emphasis Shifts To Imitation And Development Around Dominant Design. In This Phase, Activities Are Shifted From Radical Conceptual Development To More Concentrated And Focused On The Differentiation And Marketing Of The Product Reliably, More Into Account, With Higher Quality And Extended Functionality. The First Product Added To The Company's Portfolio Through A Partnership Was A Antivirus Software, Representing The Transitional Phase Of The Innovation Process Marked By Acceptance Of Product Innovation By The Market, The Emergence Of A Dominant Design And The Focus On Research And Development Of Specific Product Features (Utterback, 1996).

Through Partnerships With The Company That Manufactures The Antivirus Software And With Operators Telephony, The Company If It Contributed With Innovations In The Processes Of The Antivirus Industry, Innovating With The Electronic Process Of Sales, Delivery And Payment Of Products And Offers (Packages), As Reported By Respondents E2 And E6: " [...] The Great Innovation That Company Did In This Scenario Is Not Even The Product Being Delivered Itself, But The Way It Is Being Marketed. This Was A Drastic Change From What The Market Had In India... The Channel Sales Was Unprecedented And The Way To Sell, Pricing Was An Unprecedented Model Too” (E2) . " [...] In Our Vision Is To Innovate In The Way Of Selling And Not

Only A Technological Innovation, But An Innovation Of Make The Purchase, Acquisition, Product Delivery Process Easier... The Company Has A Easier Process To Buy And Easier To Sell" (E6) . Additionally, The Company Innovated By Adding New Commercialization Processes, Training Processes And Incentive Campaigns For Sales Teams, After-Sales Service And Customer Retention Of Telephone Operators From Users Of Antivirus Products. Parallel To The Case Company's Innovation Process, Incremental Product Innovations Continue To Be Developed By The Manufacturers In The Antivirus Industry And They Are Immediately Incorporated Into The Case Company's Antivirus Offerings.

Specific Phase

The Specific Phase Of The Dynamic Model Of The Innovation Process Is Described By Utterback (1996) As The Period Of Full Maturity, When Prosperity Is Ensured By Leadership In Various Essential Products And Technologies. During This Period, The Competitive Emphasis Is Placed On Cost Reduction Stimulated By Pressure To Reduce Price And Improve Quality, Predominantly Generating Incremental Innovations For Products And Processes, With Cumulative Improvement In Productivity And Quality. More Recently, The Case Company Added To Its Portfolio, Through A Partnership With A Insurance Industry Group, The Microinsurance Product For Mobile Devices, Representative Of The Phase Specific To The Innovation Process, In Which Products Are Highly Defined And There Are Small Differences Between Competitors' Products. As In The Case Of Antivirus Products, The Case Company Added To The Insurance Industry Innovations In The Complementary Processes Of Sale, Delivery And Payment Of Microinsurance, As Reported By Respondent E6: " [Insurance] Came In... Here [In The Company] , We Adapting To The Sale Of This Product, Which Is Totally Different In This Software Market And Such, Requires Other Skills, It Requires Other Ways Of Selling, It Also Has Very Strong Regulations".

Relationship Between Dynamic Capabilities Dimensions And Innovation Phases

In The Fluid Phase Of The Innovation Process, Represented By The Anti-Theft Product, The Dimension Detection Of The Dynamic Capabilities Of Organizations Is Substantially Identified In Participation At National And International Fairs And Events, Electronic Research, Exchange Of Information With Partners And Analyzes Of The Evolution Of The Telecommunications Sector, Of Consumer Behavior In The India, From The Profile Of The Customer Base Of The Partner Mobile Operators That Enabled The Identification Of The Opportunity And Selection Of Technology For The Development Of The Anti-Theft Product. However, In The Fluid Phase Of The Innovation Process, The Apprehension Dimension Of Capabilities Dynamics Is Also Present In The Product Development Process, Initially Made Viable By Hiring And Subsequently Acquiring The Company Holding The Technical Knowledge.

In The Transitional Phase Of The Innovation Process, Represented By The Antivirus Product, The Dimension Apprehension Of Dynamic Capabilities Is Identified In The Development Of Partnerships With Manufacturers Antivirus Software And Telephony Operators, In The Integration Between Software Manufacturers Antivirus And Telephone Operators, In Managing The Customization Of Antivirus Software For The Different Partners And Devices And In The Development Of Sales, Delivery And Attendance. Additionally, In The Transitional Phase Of The Innovation Process, The Reconfiguration Dimension Is Identified In The Development Of The Download Manager (Usability), Training Of The Sales And Service, Incentive Campaigns For Sales Teams, Customer Service And Customer Retention. The Detection Dimension Of Dynamic Capabilities Is Identified In The Participation At Fairs And National And International Events, Less Relevant At This Stage Of The Process Of Innovation.

In The Specific Phase Of The Innovation Process, Represented By The Distribution Of The Product Of Micro Insurance, The Three Dimensions Of Dynamic Capabilities Are Identified, Detection Through Contact With Partner Telephone Operators; The Apprehension In The Development Of The Partnership With Insurance Company And Development Of Sales, Delivery And Service Interfaces; And In A Way More Relevant Is The Reconfiguration In The Training Activities Of The Sales And Service Teams, Incentive Campaigns For Sales Teams, Service And Sales And Retention Campaigns Customers For A Heavily Regulated Product.

Conclusion

Tp Conclude It Can Be Said That It Is Possible To First Propose That The Three Dimensions Of The Dynamic Capabilities Of Organizations (Detection, Apprehension And Reconfiguration) And The Different Phases Of The Dynamic Model Of The Innovation Process (Fluid, Transitory And Specific) If Manifest In The Case Company, And That The Dimensions Of Dynamic Capabilities Have Different Relevance In The Different Phases Of The Dynamic Innovation Process. First, In The Fluid Phase Of The Process Of Innovation, In Which Product Change Is Associated With The Identification Of A Need Emerging Or A New Way Of Meeting An Existing Need, The Detection Dimension Of Dynamic Capabilities Is More Relevant For Innovation Be Successful. Second, In The Transitional Phase Of The Innovation Process, In Which Important Innovations In Processes Necessary To Increase Production Volume Predominate (Utterback, 1996), The Dimension Of Apprehension Of Dynamic Capabilities Proves To Be More Relevant, However, The Ability To Reconfigure, Although To A Lesser Degree, Is Also Relevant For That The Sales, Delivery And Payment Processes Are More Convenient And Have Greater Usability. And, Finally, In The Specific Phase, Marked By Incremental Innovations In Products And Processes (Utterback, 1996), The Reconfiguration Dimension Is More Relevant To The Improvement Of Sales, Delivery And Payment Processes, However The Detection And Apprehension Dimensions Of The Dynamic Capabilities Are Also Present.

Additionally, It Is Possible To Propose That, Unlike What Was Proposed By Abernathy And Utterback (1978) The Phases Of The Dynamic Innovation Process (Fluid, Transitory And Specific) Can Be Identified Not Only In A Company Or Its Business Units, But Also In Groups Of Companies That Develop Alliances As An Alternative For Enabling Product Innovations And Processes As Identified In The Case Company. The Limitation Inherent In The Research Method Adopted Is Highlighted, Which, Although It Provides Relevant Information About A Usual And Representative Institution Of The Value Services Sector Aggregate, Does Not Allow The Generalization Of The Results Obtained To Other Sectors. Consequently, Points To The Importance Of The Replicability Test Of This Study, Through Future Studies In Companies From Sectors Other Than Value Added Services (Vas).

It Is Also Worth Proposing That The Study Of The Relationship Between The Dimensions Of Capabilities Dynamics Of Organizations And The Phases Of The Dynamic Innovation Process Supported By Studies On The Profit-Making From Technological Innovation (Pisano, 2006; Teece, 1986) And On Strategic Networks (Amit & Zott, 2001) Can Significantly Contribute To Knowledge About The Ability To Innovation Of Organizations In The Field Of Strategic Administration.

References

1. Abdul Jalil Toha Tohara, Shamila Mohamed Shuhidan, Farrah Diana Saiful Bahry, Mohd Norazmi Bin Nordin (2021). Exploring Digital Literacy Strategies For Students With Special Educational Needs In The Digital Age. Turkish Journal Of Computer And Mathematics Education Vol.12 No.9 (2021), 3345-3358.
2. Abdul Rasid Bin Abdul Razzaq, Mohd Norazmi Bin Nordin, Mohamad Zaid Bin Mustafa, Badaruddin Bin Ibrahim (2021). Questionnaire For Special Education Leadership: A Pilot Study. Linguistica Antverpiensia, 2021 Issue-1: 2587-2614
3. Abernathy, Wj, & Clark, Kb (1985). Innovation: Mapping The Winds Of Creative Destruction. Research Policy, 14 (1), 3-22.
4. Abernathy, Wj, & Utterback, Jm (1978). Patterns Of Industrial Innovation. Technology Review, 80(7), 41-47.
5. Afuah, A. (1998). Innovation Management: Strategies, Implementation, And Profits . New York: Oxford University Press.
6. Afuah, A., & Barham, N. (1995). The Hypercube Of Innovation. Research Policy, 24 (1), 51-76.
7. Ahmad Shafarin Bin Shafie, Siti Nur Kamariah Binti Rubani, Aini Nazura Binti Paimin, Navaratnam Vejaratnam, Mohd Norazmi Bin Nordin (2021). Elements Of Safety In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5274-5278

8. Ahmad Shakani Bin Abdullah, Iklima Husna Binti Abdul Rahim, Mohammad Halim Bin Jeinie, Muhammad Shakir Bin Zulkafli, Mohd Norazmi Bin Nordin (2021). Leadership, Task Load And Job Satisfaction: A Review Of Special Education Teachers Perspective. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5300-5306
9. Ahmad Syarifuddin Che Abd Aziz, Tumisah Binti Akim, Abdul Halim Bin Ruseh, Sarina Binti Mail, Mohd Norazmi Bin Nordin (2021). Elements Of Facility In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5239-5243
10. Amit, R., & Zott, C. (2001). Value Creation In E-Business. Strategic Management Journal, 22 (6-7), 493-520.
11. Anderson, P., & Tushman, M. (1990). Technological Discontinuities And Dominant Designs: A Cyclical Model Of Technological Change. Administrative Science Quarterly, 35 (4), 604-633.
12. Badaruddin Bin Ibrahim, Mohd Norazmi Bin Nordin, Mohamad Zaid Bin Mustafa Abdul Rasid Bin Abdul Razzaq (2021). Special Education Need The True Leadership: The Review. Turkish Journal Of Physiotherapy And Rehabilitation; 32(3): 1622-1628.
13. Christensen, Cm, & Bower, Jl (1996). Customer Power, Strategic Investment, And The Failure Of Leading Firms. Strategic Management Journal, 17 (3), 197-218.
14. Christensen, Cm, Suarez, Ff, & Utterback, Jm (1996). Strategies For Survival In Fast-Changing Industries (Working Paper 97-009). Boston: Harvard Business School.
15. Eisenhardt, Km, & Martin, Ja (2000). Dynamic Capabilities: What Are They? Strategic Management Journal, 21(10-11), 1105-1121.
16. Ellonen, H., Jantunen, A., & Kuivalainen, O. (2011). The Role Of Dynamic Capabilities In Developing Innovation-Related Capabilities. International Journal Of Innovation Management, 15 (3), 459-478.
17. Farah Adibah Binti Ibrahim, Biamin Ahmad, Rehah Binti Ismail, Harlina Binti Ismail, Mohd Norazmi Bin Nordin (2021). Resource Elements In The Construct Of Special Education Teacher Workload In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5289-5293
18. Farah Azaliney Binti Mohd Amin, Noorsuraya Mohd Mokhtar, Farah Adibah Binti Ibrahim, Nishaalni, Mohd Norazmi Bin Nordin (2021). A Review Of The Job Satisfaction Theory For Special Education Perspective. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5224-5228
19. Gibbs, G. (2009). Qualitative Data Analysis. Porto Alegre: Bookman.
20. Helfat, Ce, & Peteraf, Ma (2009). Understanding Dynamic Capabilities: Progress Along A Developmental Path. Strategic Organization, 7 (1), 91–102.
21. Helfat, Ce, Finkelstein, S., Mitchell, W., Peteraf, Ma, Singh, H., Teece, Dj, & Winter, Sg (2007). Dynamic Capabilities: Understanding Strategic Change In Organizations . Malden, Ma: Blackwell.
22. Helme Bin Heli, Senin M.S, Yusmi Bin Mohd Yunus, Kavita Vellu, Andrew Jason George, Mohd Norazmi Bin Nordin (2021). A Review Of The Educational Leaderships Theory For Special Education Perspective. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5217-5223
23. Helme Heli, Senin M.S, Ekmil Krisnawati Erlen Joni, Juereanor Binti Mat Jusoh, Mohd Norazmi Bin Nordin (2021). Elements Of Experience In The Leadership Construct Of Special Education Head Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5279-5283
24. Henderson, Rm, & Clark, Kb (1990). Architectural Innovation: The Reconfiguration Of Existing Product Technologies And The Failure Of Established Firms. Administrative Science Quarterly, 35(1), 9- 30.
25. Hifzan Binti Mat Hussin, Nor Mazlina Binti Mohamad, Syed Nurulakla Syed Abdullah, Ida Rahayu Mahat, Mohd Norazmi Bin Nordin (2021). Why Special Education Is Always In Our Hearts? Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5202-5210
26. Hobday, M. (1998). Product Complexity, Innovation And Industrial Organization . Research Policy, 26 (6), 689-710.

27. Irma Shayana Bte Samaden, Firkhan Ali Bin Hamid Ali, Nor Shadira Jamaluddin, Mazidah Binti Ali, Mohd Norazmi Bin Nordin (2021). Elements Of Attitude In The Leadership Construct Of Special Education Head Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5151-5156
28. Irma Shayana Bte Samaden, Irfah Najihah, Shaliza Alwi, Rabiatul Munirah, Mohd Adli Bin Mohd Yusof, Mohd Norazmi Bin Nordin (2021). Time Element In The Construct Of Special Education Teacher Workload In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5141-5145
29. Irma Shayana Bte Samaden, Senin M.S, Noor Lina Binti Mohd Yusuf, Biamin Ahmad, Mohd Norazmi Bin Nordin (2021). A Pilot Study On The Influence Of Headmasters Leadership On Workload And Job Satisfaction Of Special Education Teachers In Johor, Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5157-5171
30. Jumiah Binti Mustapa, Sarina Binti Mohd Yassin, Fauziah Binti Ani, Parimala A/P Palanisamy, Mohd Norazmi Bin Nordin (2021). Physiological Elements In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5244-5248
31. Junaidah Yusof, Farah Adibah Binti Ibrahim, Senin M.S, Hilmiah Binti Haji Hassan, Mohd Norazmi Bin Nordin (2021). Elements Of Work Environment In The Construct Of Special Education Teacher Workload In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5284-5288
32. Katkalo, Vs, Pitelis, Cn, & Teece, Dj (2010). Introduction: On The Nature And Scope Of Dynamic Capabilities. Industrial And Corporate Change, 19 (4), 1175-1186.
33. Khairul Hanim Pazim, Roslinah Mahmud, Noor Fzlinda Fabeil, Juliana Langgat, Mohd Norazmi Bin Nordin (2021). Special Education Teachers Job Satisfaction In Malaysia: A Review. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5329-5332
34. Kodama, F. (1995). Emerging Patterns Of Innovation: Sources Of Japan's Technological Edge . Boston: Harvard Business School Press.
35. Mohd Ali Masyhum Bin Mohd Nor, Ahmad Faqih Ibrahim, Syahrul Anuar Ali, Mohd Fairoz Affendy Bin Md Nordin, Mohd Norazmi Bin Nordin (2021). Elements Of Leadership Style In The Leadership Construct Of Special Education Headmasters In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5249-5253
36. Mohd Ali Masyhum, Ophelia, Masliah Musa, Daraini Oyot, Mohd Norazmi Bin Nordin (2021). Headmasters Leadership On Task Load And Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5294-5299
37. Mohd Arafat Bin Jaafar, Muhammad Talhah Ajmain@Jima'ain, Mazita Binti Ahmad Subaker, Kavita Doraisamy, Mohd Norazmi Bin Nordin (2021). Special Education Teachers Task Load In Malaysia: A Review. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5333-5337
38. Mohd Arafat Bin Jaafar, Noor Azlin Binti Abdullah, Mohd Sabri Bin Jamaludin, Muhamad Amin Bin Haji Ab Ghani, Mohd Norazmi Bin Nordin (2021). Unique Attitude? The Concept Of Special Education Leadership. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5192-5196
39. Mohd Noh, A. N., Razzaq, A. R. A., Mustafa, M. Z., **Nordin, M. N**., Ibrahim, B. (2021). Sustainable Community Based Ecotourism Developement. Palarch's Journal Of Archaeology Of Egypt / Egyptology, 17(9), 5049-5061.
40. Mohd Noh, A. N., Razzaq, A. R. A., Mustafa, M. Z., **Nordin, M. N.,** Ibrahim, B. (2021). Elements Of Community Capacity Building (Ccb) For Cbet Development. Palarch's Journal Of Archaeology Of Egypt / Egyptology, 17(9), 4970-4981.
41. Mohd Noh, A. N., Razzaq, A. R. A., Mustafa, M. Z., **Nordin, M. N.,** Ibrahim, B. (2021). Future Community-Based Ecotourism (Cbet) Development. Palarch's Journal Of Archaeology Of Egypt / Egyptology, 17(9), 4991-5005.

42. Mohd Norazmi Bin Nordin, Mohamad Zaid Bin Mustafa, Badaruddin Bin Ibrahim, Abdul Rasid Bin Abdul Razzaq, Nor Fauziyana Binti Mosbiran (2021). Special Education Unique Leadership Style: The Concept. Linguistica Antverpiensia, 2021 Issue-1: 2244-2261
43. Muhamad Amin Bin Haji Ab Ghani, Abidah Aqilah Binti Mohd Noor, Zulfadli Bin Mohd Saad, Mohd Mazhan Tamyis, Mohd Norazmi Bin Nordin (2021). Improving The Writing Skills Of Jawi Connection Letters Of Students With Learning Disabilities Using The Finger Step. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5307-5312
44. Mustafa Kamal Amat Misra, Nurhanisah Senin, Abdull Rahman Mahmood, Jaffary Awang, Mohd Norazmi Bin Nordin (2021). Analysis On Ashācirah And Ibādhīyah On The Attributes Of God. Turkish Journal Of Computer And Mathematics Education Vol.12 No.10 (2021), 7661-7673
45. Nazrah Binti Jamaludin, Kway Eng Hock, Elia Binti Md Zain, Norkhafizah Binti Yussuf, Mohd Norazmi Bin Nordin (2021). This Special Education Is Unique For Teachers, Students, Parents, Leaders And Organizations. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5179-5183
46. Noel Jimbai Balang, Bong Lie Chien, Mimilia Binti Gabriel, Norhamidah Binti Ibrahim, Mohd Norazmi Bin Nordin (2021). Elements Of Teacher Readiness In The Construct Of Special Education Teacher Workload In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5269-5273
47. Nor Diana Mohd Idris, Junaidah Yusof, Fazli Abdul-Hamid, Muhamad Helmy Sabtu, Mohd Norazmi Bin Nordin (2021). Formation Of Special Education Leadership Study Questionnaire Set That Influences The Task Load And Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5319-5323
48. Nor Fauziyana Binti Mosbiran, Ahmad Faqih Ibrahim, Muhammad Yasin Omar Mokhtar, Muhamad Amin Bin Haji Ab Ghani, Mohd Norazmi Bin Nordin (2021). Elements Of Welfare In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5264-5268
49. Nor Fauziyana Binti Mosbiran, Mohamad Zaid Bin Mustafa, Badaruddin Bin Ibrahim, Abdul Rasid Bin Abdul Razzaq, Mohd Norazmi Bin Nordin (2021). Teacher Competencies To Provide Effective Individual Education Plan For Students With Special Needs Hearing Problems: An Early Review. Turkish Journal Of Physiotherapy And Rehabilitation; 32(3): 1617-1621.
50. Parimala A/P Palanisamy, Santibuana Binti Abd Rahman, Siti Azura Binti Bahadin, Helvinder Kaur A/P Balbir Singh, Mohd Norazmi Bin Nordin (2021). Relationship Elements In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5254-5258
51. Parthasarathy, R., Huang, C., & Ariss, S. (2011). Impact Of Dynamic Capability On Innovation, Value Creation And Industry Leadership. Iup Journal Of Knowledge Management , 9 (3), 59-73.
52. Pisano, G. (2006). Profiting From Innovation And The Intellectual Property Revolution. Research Policy, 35 (8), 1122-1130.
53. Quah Wei Boon, Mohd Fairuz Bin Mat Yusoff, Nurhanisah Binti Hadigunawan, Fatin Nabilah Wahid, Mohd Norazmi Bin Nordin (2021). A Review Of The Management Theory For Special Education Task Load Perspective. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5234-5238
54. Rider, A. (2012). External Dynamic Capabilities: Creating Competitive Advantage In Innovation Via External Resource Renewal (Working Paper). Maastricht: School Of Business And Economics.
55. Rohani Binti Marasan, Andrew Lim Ming Yew, Dg. Norizah Ag. Kiflee @ Dzulkifli, Colonius Atang, Mohd Norazmi Bin Nordin (2021). A Principal's Leadership Excellence Though Disposition Of Attributes. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5360-5371
56. Rohanida Binti Daud, Shazali Johari, Fazli Abdul-Hamid, Syahrul N. Junaini, Mohd Norazmi Bin Nordin (2021). Face And Content Validity For The Special Education Leadership (Integration) Questionnaire In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5172-5178

57. Roszi Naszariah Nasni Naseri, Maryam Mohd Esa, Norlela Abas, Nurul Zamratul Asyikin Ahmad, Rafidah Abd Azis, Mohd Norazmi Bin Nordin (2021). An Overview Of Online Purchase Intention Of Halal Cosmetic Product: A Perspective From Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.10 (2021), 7674-7681
58. Roszi Naszariah Nasni Naseri, Nurul Zamratul Asyikin Ahmad, Sharina Shariff, Harniyati Hussin, Mohd Norazmi Bin Nordin (2021). Issues And Challenges Of Online Shoppingactivities On The Impact Of Corona Pandemic :A Study On Malaysia Retail Industry. Turkish Journal Of Computer And Mathematics Education Vol.12 No.10 (2021), 7682-7686
59. Santibuana Binti Abd Rahman, Helvinder Kaur A/P Balbir Singh, Albert Feisal@Muhd Feisal Bin Ismail, Salsuhaida Binti Sulaiman, Mohd Norazmi Bin Nordin (2021). Formation Of Special Education Leadership Study Interview Protocol That Affects The Task Load And Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5313-5318
60. Schumpeter, Ja (1950). Capitalism, Socialism, And Democracy . New York: Harper.
61. Schumpeter, Ja (1985). Economic Development Theory (2 Ed.). São Paulo: New Cultural.
62. Shahrul Hapizah Musa, Elia Binti Md Zain, Muhd Zulkifli Ismail, Hifzan Binti Mat Hussin, Mohd Norazmi Bin Nordin (2021). Something Important For Special Education In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5211-5216
63. Shahrulliza Binti Saharudin, Siti Azura Binti Bahadin, Helvinder Kaur A/P Balbir Singh, Shazali Johari, Mohd Norazmi Bin Nordin (2021). The Single Predictor Of The Influence Of Headmasters Leadership On Special Education Teachers Job Satisfaction In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5184-5191
64. Siti Jamilah Samsuddin, Mazidah Binti Ali, Ashari Ismail, Mohd Saifulkhair Omar, Mohd Norazmi Bin Nordin (2021). Elements Of Work Type In The Construct Of Special Education Teacher Workload In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5259-5263
65. Suarez, F., & Utterback, J. (1995). Dominant Designs And The Survival Of Firms. Strategic Management Journal, 16(6), 415-430.
66. Sumaiyah Mohd Zaid, Nurhanani Che Rameli, Aidah Alias, Mohammad Fahmi Abdul Hamid, Mohd Norazmi Bin Nordin (2021). Virtual Learning Of Deaf Students: We Miss Pupils, We Hate Covid19. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5197-5201
67. Sundbo, J., & Gallouj, F. (1998). Innovation In Services (Si4s Synthesis Paper S2). Oslo: Step Group.
68. Suzana Basaruddin, Muhamad Helmy Sabtu, Azizan Arshad, Irma Shayana Bte Samaden, Mohd Norazmi Bin Nordin (2021). Elements Of Knowledge In The Leadership Construct Of Special Education Head Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5146-5150
69. Syahrul Anuar Ali, Khadijah Binti Mustapha, Jalila J., Sofia Binti Elias, Mohd Norazmi Bin Nordin (2021). Financial Elements In Job Satisfaction Of Special Education Teachers In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5229-5233
70. Teece, Dj (1986). Profiting From Technological Innovation: Implications For Integration, Collaboration, Licensing And Public Policy. Research Policy, 15 (6), 285-305.
71. Teece, Dj (2007). Explaining Dynamic Capabilities: The Nature And Microfoundations Of (Sustainable) Enterprise Performance. Strategic Management Journal, 28 (13), 1319–1550.
72. Teece, Dj (2009). Dynamic Capabilities And Strategic Management . Oxford: Oxford University Press.
73. Teece, Dj, Pisano, G., & Shuen, A. (1997). Dynamic Capabilities And Strategic Management. Strategic Management Journal, 18 (7), 509-533.
74. Tidd, J., Bessant, J., & Pavitt, K. (2008). Innovation Management (3 Ed.). Porto Alegre: Bookman.
75. Tumisah Binti Akim, Siti Azura Binti Bahadin, Helvinder Kaur A/P Balbir Singh, Irma Shayana Bte Samaden, Mohd Norazmi Bin Nordin (2021). Elements Of Qualification In The Leadership Construct Of Special Education Headmasters In Malaysia. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5135-5140

76. Tushman, M., & Rosenkopf, L. (1992). Organizational Determinants Of Technological Change: Toward A Sociology Of Technological Evolution. Research In Organizational Behavior, 14 , 311-347.
77. Tushman, Ml, & Anderson, P. (1986). Technological Discontinuities And Organizational Environments. Administrative Science Quarterly , 31 (3), 439-465.
78. Tushman, Ml, & Murmann, Jp (2003). Dominant Designs, Technology Cycles, And Organizational Outcomes. In R. Garud, A. Kumaraswamy, & Rn Langlois (Eds), Managing In The Modular Age: Architectures, Networks And Organizations (Pp. 316-348). Malden: Blackwell.
79. Utterback, Jm (1996). Mastering The Dynamics Of Innovation . Boston: Harvard Business School Press.
80. Yin, Rk (2009). Case Study Research: Design And Methods (4 Th Ed.). Thousand Oaks, Ca: Sage.
81. Yogesh Hole Et Al 2019 J. Phys.: Conf. Ser. 1362 012121
82. Zarina Osman, Syahrul Anuar Ali, Salwati Binti Su@Hassan, Kothai Malar Nadaraja, Mohd Norazmi Bin Nordin (2021). Special Education Leadership In Malaysia: A Review. Turkish Journal Of Computer And Mathematics Education Vol.12 No.11 (2021), 5324-5328