

REVIEWER'S REPORT

Manuscript No.: IJAR-58318

Title: Beyond Resources How Dynamic Capabilities and Institutional Support Shape SME Internationalization – A Systematic Literature Review

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality		✓		
Clarity	✓			
Significance	✓			

Reviewer's ID: JPR-130

Detailed Reviewer's Report

Overall Evaluation

The manuscript presents a systematic literature review that examines how dynamic capabilities and institutional support, particularly government support, influence the internationalization of Small and Medium-sized Enterprises (SMEs). Building upon the Resource-Based View (RBV), Dynamic Capabilities Theory, and Institutional Theory, the review argues that firm resources alone are insufficient for successful internationalization and proposes that government support should be conceptualized as a strategic institutional resource that complements firm capabilities. The topic is highly relevant to contemporary international business, entrepreneurship, and strategic management research. The manuscript is logically organized with a clear introduction, systematic review methodology, thematic synthesis, integrative conceptual framework, identification of research gaps, and a comprehensive future research agenda. The theoretical integration of RBV, Dynamic Capabilities, and Institutional Theory represents a meaningful contribution to the SME internationalization literature. A notable strength of the review is its reconceptualization of government support as an institutional strategic resource rather than merely an external contextual factor. The proposed typology of government support mechanisms and the identification of key research gaps provide valuable guidance for future empirical investigations. The future research agenda is comprehensive and addresses several underexplored issues, including absorptive capacity, longitudinal research, configurational approaches, and agency-centered institutional analysis. However, although the study follows a systematic review approach, the methodological reporting could be strengthened. The review does not clearly present a PRISMA flow diagram or provide

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sufficient details regarding the final number of studies included after screening and eligibility assessment. Likewise, a formal quality assessment of the selected studies is absent. Addressing these methodological aspects would improve the transparency, reproducibility, and rigor of the review.

Overall, the manuscript provides a valuable theoretical contribution to SME internationalization research and is suitable for publication after minor revisions.

Strengths

- The manuscript addresses a contemporary and significant topic in SME internationalization and strategic management.
- The integration of Resource-Based View, Dynamic Capabilities Theory, and Institutional Theory provides a strong theoretical foundation.
- The research objectives and review questions are clearly defined.
- The systematic review is logically organized and easy to follow.
- The conceptualization of government support as an institutional strategic resource represents an original theoretical contribution.
- The proposed typology of government support mechanisms offers useful conceptual clarity.
- The integrative conceptual framework effectively explains the interaction between internal capabilities and institutional support.
- The identification of research gaps is comprehensive and well justified.
- The future research agenda provides practical and meaningful directions for future empirical studies.
- The manuscript incorporates numerous recent and high-quality references, enhancing its academic relevance.

Areas for Improvement

- The methodology section should include a PRISMA flow diagram illustrating the identification, screening, eligibility, and inclusion of studies.
- The manuscript should explicitly report the number of articles retained after each screening stage to improve methodological transparency.
- A formal quality appraisal or critical assessment of the included studies would strengthen the rigor of the systematic review.
- The search strategy could be expanded by incorporating additional databases such as **Scopus** and Google Scholar alongside the Web of Science to improve literature coverage.

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- A summary table describing the characteristics of the reviewed studies (authors, country, methodology, theoretical perspective, and key findings) would improve readability.
- Minor grammatical errors, formatting inconsistencies, and citation style should be carefully revised before publication.