

## EXPLORING THE AMBIDEXTERITY LANDSCAPE: A COMPREHENSIVE BIBLIOMETRIC ANALYSIS OF ORGANIZATIONAL CHANGE RESEARCH

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**ABSTRACT:** The development of literature regarding ambidexterity lacks the discussion in the strategic renewal amidst increasingly dynamic organizational changes. This research aims to conduct a bibliometric analysis of the ambidexterity literature in the context of organizational change. The reviewed articles were taken from the Scopus database, consisting of 314 articles from 2003 to November 2022 using PoP software. Bibliometric analysis is carried out with the help of VOS Viewer to build, visualize, and explore bibliometric networks. This study uses systematic data to uncover emerging trends and qualitative inductive analysis to determine relevant themes within the topic. The results show that ambidexterity can improve the performance and viability of complex businesses. Overall, this review highlights the importance of ambidexterity in organizational success and suggests avenues for further research to deepen academic understanding and increase practical applications.

**Keywords:** Ambidexterity; Organizational Change; Bibliometric Analysis; Innovation; Future Research

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## INTRODUCTION

Change management is critical to today's changing and dynamic business environment. This is considered an essential organizational capability. Organizational change management involves continuously assessing and updating an organization's direction, structure, and capabilities in response to the changing demands of different stakeholders. Digital transformation drives rapid changes in organizational activities, making the external environment increasingly complex and uncertain. For example, companies like Kodak, which once dominated the photography industry, had difficulty adapting to the digital era and eventually went bankrupt. Likewise, Blockbuster failed to adapt its business model in response to the rise of streaming services, leading to its downfall. This phenomenon highlights the need for organizations to continually adapt and update structures to remain competitive in a rapidly evolving landscape. As a result, in the face of increasingly harsh competitive environment instability, a two-way and revolutionary transformation is required (O'Reilly & Tushman, 2004). ambidexterity can thus assist firms in driving technological innovation, competitive advantage, and business continuity.

The literature shows that ambidexterity is a paradoxical and complex concept in information processing. It is an activity that uses current experience and knowledge to enable incremental innovation (Dezi et al., 2021) and the pursuit of new information to promote radical innovation (Schnellbacher & Heidenreich, 2020). Organizations that aim to improve their performance and get a sustained competitive advantage are those who desire to change or adapt to the times and regard knowledge as their primary resource (Binci et al., 2021). As a result, the concept of ambidexterity in organizational change processes must guide knowledge management to better balance the two-way orientation. Because the phenomena that occur in organizations are more focused on current competencies, it creates a trap for organizations that are too lazy to hope for success.

This decreases organizational efficiency and produces vulnerabilities in reacting to changing external conditions. If an organization relies substantially on research innovation, it also falls into the fallacy trap (Shaw et al., 2020). The literature acknowledges that ambidexterity-related ideas have a positive impact and might be one of the keys to success in the transformation process. Furthermore, the concept of organizational duality has been researched in a variety of fields, including skills (Tollin & Schmidt, 2012), innovation (Kortmann, 2015; Laeeque, 2014), behavior (Kao & Chen, 2016), business process management (Kao & Chen, 2016), business process management (Ferraris et al., 2018; Kohlborn et al., 2014), and most recently, leadership (Zhang et al., 2022). This is because duality in the company is essentially a strategic choice for leaders to investigate and employ (Suhendra, 2016). Organizational duality can be seen in mechanisms such as structural separation, situational planning, and organizational networks, which are significantly influenced by leaders (Tushman et al., 2011a).

Since it first emerged as an essential topic, ambidexterity has been described in various ways that serve two distinct purposes: exploration and exploitation

(Duncan, 1976). Ambidextrous research is an important topic because of the growing agreement on aspects of performance improvement. The current business environment has provided problems for organizations seeking a long-term competitive advantage (Iqbal et al., 2022). The presence of variety in the organizational climate is an achievement in obtaining concurrent utilization or efficiency in continuing business and discovering new business ideas, especially in the face of constantly changing markets and technological advances (O'Reilly & Tushman, 2011). This is part of the strategy to achieve success, increase revenue, and ensure long-term business continuity (Eltantawy, 2016).

Although several previous studies have investigated various cases (O'Reilly & Tushman, 2011) or explained how ambidexterity exists in certain situations, such as development efforts (Andriopoulos & Lewis, 2009), ambidexterity is still not comprehensively understood as part of an organizational strategic move to take advantage of the available resources. Gupta et al. (2006) stated that there is a consensus about the importance of a balance between the two cores of ambidexterity. Previous research has yet to present a comprehensive framework for explaining organizational ambidexterity due to the lack of an integrative and comprehensive model.

Strategic management literature has paid much attention to organizational ambidexterity (Karrer & Fleck, 2015). The development of research on this issue has increased from time to time and has become one of the most enduring topics in organizational science (Raisch et al., 2009). The basic thesis of the concept is that an organization's success is contingent on its capacity to use existing abilities while also exploring critical new talents. In addition, this concept can be used to understand that there is little empirical evidence that organizations successfully align competitive demands and organizational survival (O'Reilly & Binns, 2019). The low development of the literature on this topic has resulted in many parallel studies for researchers. This has become an unresolved concern that needs further investigation.

Furthermore, it is often assumed that the rationale for organizational ambidexterity is related to the relationship between organization and performance. A growing body of research has emphasized the importance of long-term strategic moves to explain this relationship (Cao et al., 2009). Thus, it is essential to refrain from being tautological about resource-based approaches (Zott, 2003), saying that ambidexterity in organizations can hardly be denied and can increase the company's longevity. Furthermore, large-scale empirical research has reinforced conceptual work by demonstrating the general association between organizational ambidexterity and performance. However, there are still unsolved concerns that need to be investigated further. This includes issues such as finding criteria for organizations to be ambidextrous, understanding how ambidexterity can emerge as part of an organization's strategic moves, and confirming the possible link between ambidexterity criteria and governing organizational activities and activities.

Despite abundant scientific literature on organizational ambidexterity, more focus must be on measuring and developing research into organizational change success. As a result, it is critical to supplement current research on the duality of

organizational changes with a thorough integrative review that synthesizes the available knowledge. Furthermore, this analysis assists in identifying prospects for future research areas. Integrating ambidexterity into organizational change is critical to organizational success (Jansen et al., 2006; Raisch & Birkinshaw, 2008). Despite this recognition, only a few studies have examined the relationship between ambidexterity and organizational change success (Damanpour, 2014; Wang et al., 2020). Damanpour (2014) found that exploration and exploitation are essential for organizational change success, and Wang et al. (2020) argued that ambidexterity contributes positively to organizational change success through innovation and flexibility.

Although increasing research has been conducted on ambidexterity since the 1990s, there has yet to be a significant effort to systematically organize these findings and compile them into a comprehensive review of current knowledge (Kassotaki, 2019). Due to the complexity of the problem, a more systematic review is needed to explore all aspects of the existing literature. Therefore, this study intends to fill the gap by increasing understanding of aspects of ambidexterity in the context of organizational change. The importance of proposing new directions in future ambidexterity research emphasizes the limited amount of research conducted on Ambidexterity in the process of transformation in the face of change.

In summary, this research is highly relevant to address the literature study gap as it offers a precise theoretical investigation of Ambidexterity and a concise overview of the output of ambidexterity research in organizational change. In the context of organizational change, ambidexterity has been associated with several outcomes, such as performance (Liu et al., 2021), innovativeness (Jansen et al., 2006), and strategic renewal (Damanpour, 2014). However, there has yet to be a consensus on how ambidexterity contributes to these outcomes. Therefore, a comprehensive bibliometric analysis of the literature on ambidexterity in organizational change is needed to identify the key themes and research gaps.

The management literature has extensively used bibliometric analysis to analyze and synthesize research on various topics (Choi et al., 2021; Rialti et al., 2019). It provides an objective method of analyzing research publications, identifying the most influential authors and publications, and revealing the main themes and research gaps. Therefore, this study aims to conduct a comprehensive bibliometric analysis of the literature on ambidexterity in organizational change to address the following research questions:

- RQ1: What is the history of the extant literature on ambidexterity in organizational change?
- RQ2: Who are the influential authors on ambidexterity in organizational change?
- RQ3: What are the main research themes in the field of ambidexterity in organizational change, and what research gaps need to be addressed in future studies?

This study will provide a comprehensive understanding of the literature on ambidexterity in organizational change and identify the key themes and research gaps that need to be addressed in future studies. The findings of this study will

be helpful for researchers, practitioners, and policymakers interested in organizational change and ambidexterity.

## THEORETICAL REVIEW

Given the pressure on organizations to gain a competitive advantage in an increasingly volatile and competitive marketplace, the concept of ambidexterity is gaining ground. Ambidexterity in organizations is emerging as a new research paradigm in organizational studies, and an increasing number of works have been published over recent years (Papachroni et al., 2015). Concerning ambidexterity, Tushman & O'Reilly (1996) state that companies that simultaneously carry out explorative and exploitative activities can achieve superior performance compared to companies that focus on one activity and sacrifice other activities. Companies that only exploit will gain predictable but not necessarily sustainable profits. They may improve their short-term performance, resulting in a competency trap, as they may need to respond to environmental changes adequately. Instead, scholars have long argued that companies' ability to compete successfully over the long term may be rooted in their ability to jointly pursue exploration and exploitation with ambidexterity as a critical driver of their long-term performance. Therefore, companies must strive for an optimal mix of exploration and exploitation to remain competitive in the short and long term (Gianzina-Kassotaki, 2017; Gibson & Birkinshaw, 2004; Junni et al., 2013; Luo et al., 2018).

Organizational ambidexterity, coined by Duncan (1976) and widely used in organizational literature for decades, refers to an organization's capacity to manage competing demands and allow its members to use available resources, operate within preexisting constraints, and conduct exploration. Global ideas and approaches to change management that are now in use frequently contradict each other and need real-world data on the causes and effects of organizational change management. Managers must adopt ground-breaking innovations that have the potential to upend the alignment that has historically led to organizational success if they are to succeed in the long run. This increased attention has contributed to refining and expanding the concept of ambidexterity.

The ambidexterity concept is that companies will be better off financially in the long term when they pursue two strategies, not just one (García-Lillo et al., 2016). To reap the benefits of increased efficiency through exploitation, organizations must concurrently allocate resources to ongoing operations and experimental endeavors that provide long-term discoveries through exploration (Mitra et al., 2019). While an organization must conduct exploration and exploitation activities concurrently to survive (Bingham & Burch, 2019), this process is complicated. The competing demands that exploitation and exploration operations have on managerial attention and resources lead to difficulties in the strategic assessment and prioritization of organizational priorities that must be implemented throughout.

In connection with the essential studies surrounding the ambidexterity paradigm in the context of organizational theory in which direction research can develop (García-Lillo et al., 2016). Organizations that are considered ambidextrous can achieve a balance between exploratory and exploitative processes in a variety

of ways. One of the first ways is utilizing what is known as sequential ambidexterity. For example, Siggelkow & Levinthal (2005) state that changes in organizational structure to encourage temporary decentralization can be an effective way to conduct exploration and exploitation. Balance can also be achieved through architectural or structural ambidexterity with a dual organizational structure in exploration and exploitation, and in turn, will have different competencies, incentive systems, processes, and cultures internally (O'Reilly & Tushman, 2008).

## METHODOLOGY

A systematic review was used in this investigation (Pickering & Byrne, 2014). Conducting research and data extraction, selecting studies, and analyzing and publishing the results are the principles used in this method (Tranfield et al., 2003). To ensure the validity and reliability of the data, the authors limit the database by searching for samples of English articles from Publish or Perish software that specifically come from Scopus data with the keywords "ambidex," including "ambidextrous" and "ambidexterity" with 792 articles found between 2003 and 2022. "ambidex" is a broad umbrella term for this approach (Örtenblad, 2010).

To study the evolution of ambidexterity research trends in the existing literature and its role in organizational change, bibliometric analysis provides a macro perspective view of the topic under study compared to a structured literature review (Singh et al., 2020). It helps format the knowledge structure around the topic developed over the years (Marzi et al., 2020). Therefore, bibliometric analysis can help extract topic patterns, identify shifts, and find a topic's most influential bibliometric indicators (Shah et al., 2020). Bibliometric analysis was carried out with the help of VOS Viewer (1.6.15) software produced by van Eck & Waltman (2010) to build, visualize, and explore bibliometric networks.

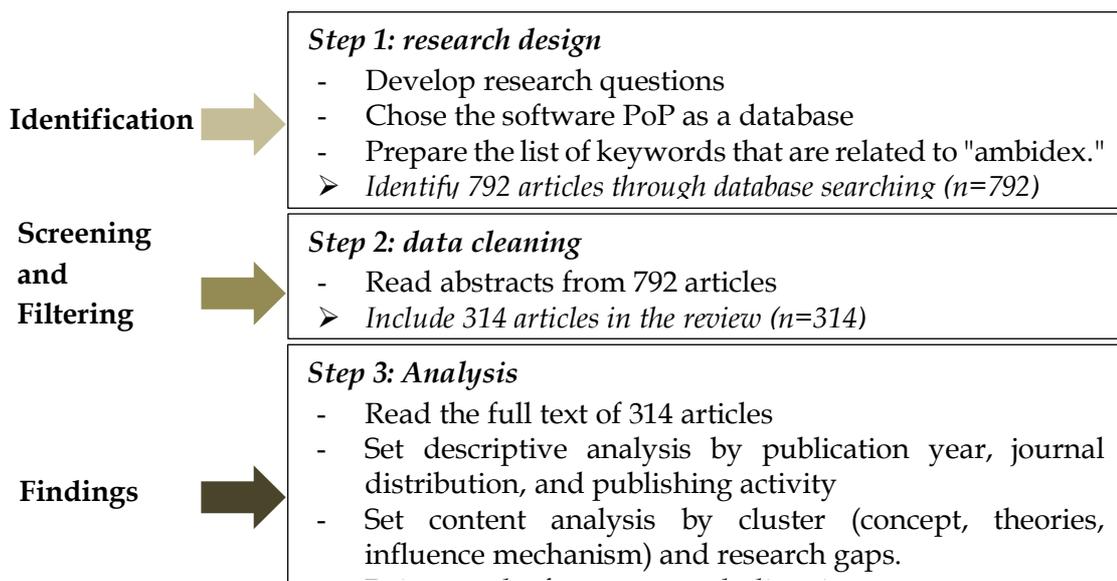


Figure 1. Analysis Flowchart

This study's approach was used to systematically describe the inclusion criteria, quality control, and theoretical and empirical evaluation. Several articles were rejected due to inaccurate or irrelevant material. To ensure the accuracy of the data, contributing papers must be carefully selected (Connelly et al., 2012), and unrelated articles and journal sources must be excluded. On the other hand, a thorough systematic review and evaluation process prevents overlooking potentially valuable contributions to this research. Furthermore, out of 792 articles, 314 were deemed significant and may be further examined. The analysis flowchart is depicted in *Figure 1*.

## RESULTS

The first part applies the citation technique to evaluate the performance of ambidexterity literature through scientific mapping analysis. The search was conducted in November 2022 and found 314 articles published in 125 publications.

### *Publication Trends*

*Figure 2* shows an analysis of the number of annual publications on ambidexterity in worldwide journals, showing various advancements in the problem of ambidexterity. There was considerable growth from 2003 to 2012. However, reductions occurred in 2013, 2017, and 2022. This also indicates that the quantity of annual publications is insufficient, indicating that the research issue of ambidexterity still needs to be clarified.

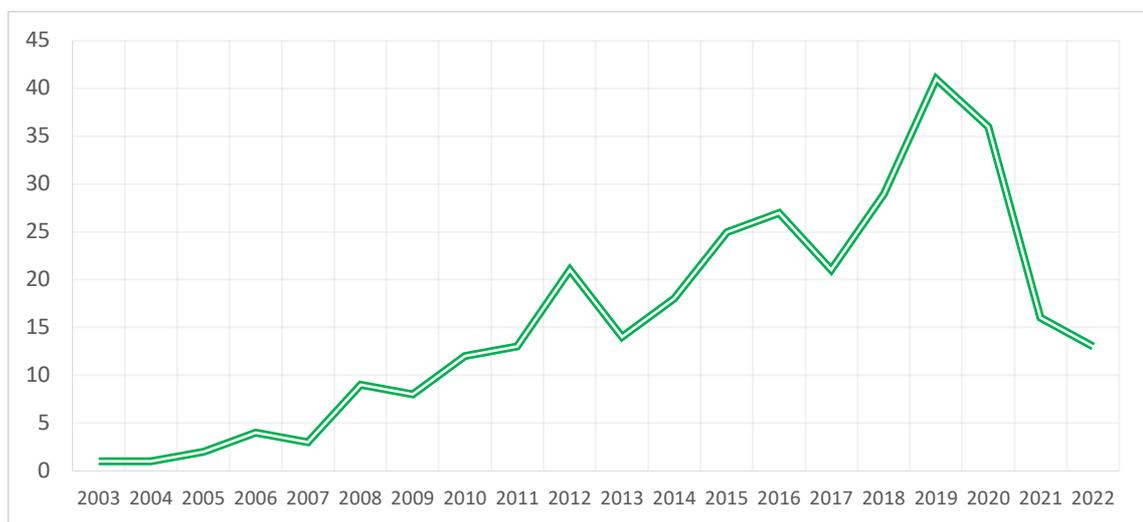


Figure 2. Distribution of Articles About Ambidexterity

### *Most Cited Articles*

The five most commonly cited documents are listed in *Table 1* below. Citations are used to sort articles. Lubatkin et al. (2006) articles are the most cited, with 2.674 citations. This article underlines the importance of abilities that are directed toward exploitation and exploration to have a beneficial impact on performance. The primary emphasis is on incorporating *Top Management Team*

(TMT) behavior to address numerous needs and achieve multi-skilling through shared orientation.

Lubatkin et al. (2006) suggest that behavioral integration within the top management team (TMT) is critical to achieving effective ambidexterity. A well-integrated TMT can lead change more efficiently, align strategic vision with operational actions, facilitate communication, and overcome resistance to change. Findings indicate that organizations execute ambidexterity strategies better, improving organizational performance. For example, companies like IBM and Microsoft have successfully adapted to technological and market changes by exploring innovations while maintaining existing capabilities. Thus, this research provides insight into how ambidexterity supported by TMT behavioral integration can effectively manage change, helping organizations remain competitive and adapt successfully amidst an ever-changing environment.

Table 1. The Five Most Frequently Cited Articles

No	Title	Citation
1	"Ambidexterity and performance in small-to medium-sized firms: The pivotal role of top management team behavioral integration" (Lubatkin et al., 2006).	2674
2	"Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation" (Andriopoulos & Lewis, 2009).	2600
3	"Exploitation, exploration, and process management: The productivity dilemma revisited" (Benner & Tushman, 2003).	2534
4	"Intellectual capital architectures and ambidextrous learning: A framework for human resource management" (Kang & Snell, 2009).	829
5	"Organizational ambidexterity in action: How managers explore and exploit" (O'Reilly & Tushman, 2011).	815

#### Most Influential author

Tables 2 and 3 show the contributing authors based on the number of publications and citations obtained.

Table 2. Most Influential Authors (*Publications*)

No	Author	Number of Publications	Citation
1	Justin J.P. Jansen	6	263
2	Michael L. Tushman	5	852
3	Kathrin Rosing	4	163
4	Sebastian Raisch	4	116
5	Ci Rong Li	4	109

Justin J.P. Jansen is the author with the most publications, with six articles and 263 citations. The quantity of citations in Table 2 does not determine author ranking but is connected to the number of publications. Justin J.P. Jansen provides deep insight into ambidexterity in the organizational context, highlighting the role of structural, contextual, and individual factors in its implementation and impact. This research reveals the complex relationship between ambidexterity, leadership, team diversity, work context, innovation, and organizational performance through various approaches such as meta-analysis, empirical studies, and socio-psychological perspectives. The findings provide a more holistic understanding of how organizations can achieve effective

ambidexterity while highlighting the importance of paying attention to the internal and external dynamics influencing ambidexterity efforts.

Table 3. Most Influential Authors (*Citations*)

No	Author	Number of Publications	Citation
1	Michael L. Tushman	5	852
2	Constantine Andriopoulos	1	650
3	Marianne W. Lewis	1	650
4	Mary J. Benner	1	634
5	Olli Pekka Kauppila	3	613

According to the number of citations in *Table 3*, Michael L. Tushman is the most prominent primary author, with 852 citations from five papers. His research highlights the importance of ambidexterity in achieving sustainable performance in an ever-changing business environment. Tushman and his colleagues investigated how organizations can achieve the right balance between exploration and exploitation and identified factors influencing an organization's ability to succeed at both. This research provides an essential foundation for understanding ambidexterity strategies and their impact on organizational performance in the long term, which is reflected in the significant number of citations and shows its considerable influence in the development of literature.

#### *Most Influential Journal*

This section includes the most popular journals in the field of ambidexterity research. According to *Table 4*, Organization Science is the most influential publication based on the number of citations in the ambidexterity study, which published four articles with a total of 3985 citations.

Table 4. Most Influential Journals (*Citations*)

No	Journal Name	Number of Articles	Citation
1	Organization Science	4	3.985
2	Journal of Management	4	3.610
3	Academy of Management Review	2	2.835
4	Journal of Management Studies	5	2.311
5	Management Science	2	1.289

Furthermore, *Table 5* shows that the International Journal of Human Resource Management is the most prominent in ambidexterity research regarding the number of published papers, with 13 articles and 773 citations – Human Resource Management (HRM) researchers worldwide. Human Resource Management also recognizes that it encourages authors worldwide to contextualize HRM studies, including in terms of behavior and the context of change in an organization (Garaus et al., 2016; Hansen et al., 2019; Luo et al., 2018; Prieto-Pastor & Martin-Perez, 2015; Xing et al., 2020).



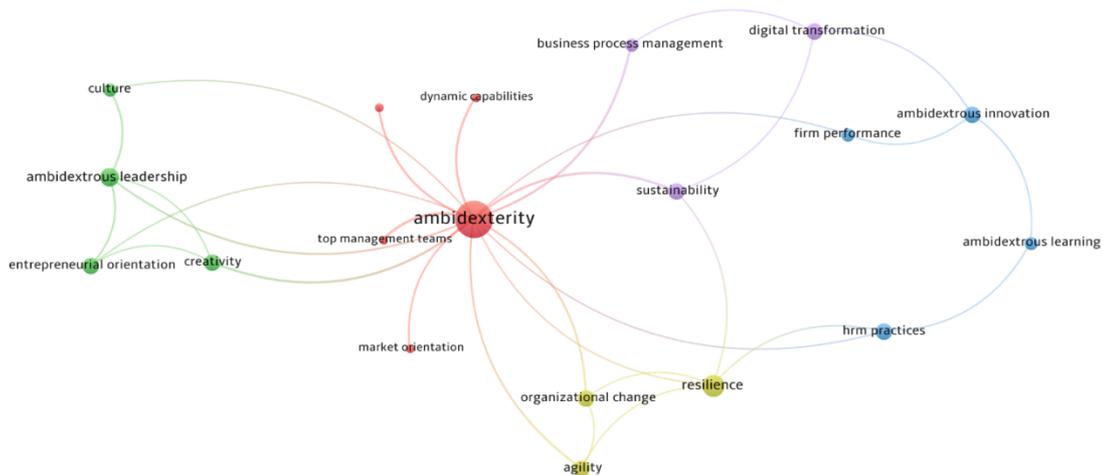


Figure 4. Theme Mapping About Ambidexterity

Table 6. Emerging Trends in the Ambidexterity Literature

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
Dynamic capability, knowledge management, market orientation, top management team	Ambidextrous leadership, creativity, culture, entrepreneurial orientation	Ambidextrous innovation, ambidextrous learning, firm performance, HRM practices	Agility/resilience, organizational change	Business process management, digital transformation, sustainability

In *Table 6*, five research theme clusters have emerged and can serve as recommendations for future studies on ambidexterity. Furthermore, it can develop the variables contained in the cluster for empirical validation.

This study examines the growing literature on ambidexterity to provide an intellectual framework and a broader perspective. This bibliometric study of 314 Scopus articles provides an overview of publication trends and the most significant authors over the previous 15 years. The goal is to understand how to develop the topic to be recommended for further research. Previous investigations have found numerous crucial themes concerning the relationship between ambidexterity and organizational development.

In today's fiercely competitive environment, prioritizing organizational adaptability transcends mere strategic benefit; it becomes a cornerstone of organizational survival. This adaptability extends beyond simply reacting to change. It necessitates the active absorption of novel information, the continuous evolution of processes, and the strategic exploitation of disruptions as catalysts for transformative advancements. While the precise mechanisms underlying organizational adaptability remain an active area of academic inquiry, existing research has illuminated critical areas for further investigation. These areas encompass antecedents, or the factors that trigger the need for adaptation; mediating variables, which are the processes that facilitate successful adaptation; moderating factors, or the influences that impact the effectiveness of adaptation; and ultimately, the consequences of adaptation on organizational performance.

Future research can elucidate a comprehensive framework for fostering organizational resilience in continuous disruption by focusing on these crucial areas.

Table 7. Future Research Recommendations

LEVEL	Individual	Team	Organizational
<i>Antecedent</i>	Gender diversity Knowledge stock	Top management team behavior Ambidextrous leadership leadership style	Internationalization strategies Knowledge management Motives of internationalization Dynamic capability HRM practice High-involvement HR systems Institutional environment Digital transformation
<i>Mediator</i>	Psychological safety Individual culture ambidextrous individual Psychological empowerment	Top team decision-making processes Ambidextrous leadership Promotion Focus Harmonious passion Obsessive passion	Dynamic capability Corporate venturing R&D investments Firm-specific uncertainty Organizational learning Knowledge management capability Organizational culture Ambidextrous learning Ambidextrous innovation
<i>Moderation</i>	Perceived work significance	Management support	Organizational experience diversity Organizational social capital Firm size
<i>Consequences</i>	Individual creativity Work crafting Individual performance	Team creativity Team performance	Corporate sustainability Ambidextrous entrepreneurial intensity Firm performance Sustainable competitive advantage Business model innovation Organizational innovation Ambidextrous strategic orientation Operational performance Work crafting Agility/resilience organizational change

*Cluster 1* highlights the growth of the currently expanding literature by highlighting the context of ambidexterity (Lam et al., 2019), that must explore dynamic abilities (Deng et al., 2020; Weiss & Kanbach, 2021) by depending on knowledge possessed (Filippini et al., 2012; Rossi et al., 2020; Saratchandra et al., 2022) and team management-owned (Tang et al., 2021; Halevi et al., 2015).

*Cluster 2* concerns ambidextrous leaders (Awan et al., 2018; Oluwafemi et al., 2020; Luu et al., 2019; Tuan Luu, 2017). This is supposed to be a strategic step in encouraging individual creativity in businesses (Gabler et al., 2017; Parmentier & Picq, 2016; Poon et al., 2020; Sok et al., 2018) by taking into account cultural characteristics on both a domestic and international scale (Chebbi et al., 2017;

Xing et al., 2020). Thus, it is envisaged that there would be a high level of creativity and a culture that encourages every individual in the organization to be entrepreneurial (Hsieh et al., 2019; Lafuente et al., 2021).

*Cluster 3* is concerned about the expected outcomes of an ambidextrous organization. Prioritizing innovation is the primary weapon required to adapt to an increasingly competitive environment (Ma et al., 2022; Wang & Fang, 2022; Xie et al., 2020; Xie & Gao, 2018). It is hoped that continual innovation will be matched with individual and team performance, resulting in good organizational performance (Kang & Kim, 2020; Wang, 2019). However, companies must be able to adopt applicable HRM practices (Diaz-Fernandez et al., 2017; Lei et al., 2021; Stokes et al., 2019) and continue to learn from all areas of its implementation in order to achieve excellent results (Prieto-Pastor et al., 2018; Xie et al., 2022).

*Finally*, clusters 4 and 5 form a single unit that can be merged with achieving the goals of the ambidexterity idea. Organizational preparedness must be developed as thoroughly as possible to be a formidable change in the face of competition (Stokes et al., 2019). It is also desired that every aspect of the organization, including teams and individuals, adapt to the changes being implemented (Gölgeci et al., 2020). To thrive and be sustainable, restructuring is critical in handling changes such as business models (Child et al., 2017; Randhawa et al., 2021) and digital transformation (Fain et al., 2018). Aside from the research topic of ambidexterity, this study highlights numerous ideas frequently employed in conducting empirical studies, as shown in Table 8.

Table 8. The Widely-used Theory

Theory	Definition	References
Ability, Motivation, and Opportunity (AMO) theory	Independent work systems components influence employee traits and contribute to organizational success.	(Ahmad et al., 2021; Tan & Liu, 2014)
Broaden and build theory.	Individuals use various personal resources with more positive influence and will be more resilient.	(Van der Borgh et al., 2017)
Complexity theory	An understanding of how systems, such as the global economy and companies, grow, adapt, and evolve.	(Hansen et al., 2019; Leybourne & Sainter, 2012; Michl et al., 2012; Sok et al., 2018)
Dynamic capability theory	I am re-creating resources in response to a dynamic and rapidly changing market environment.	(Campanella et al., 2020; Deng et al., 2020)
Information processing theory	Creating long-term memory is something that happens gradually.	(Lin & McDonough, 2014; Wei et al., 2011; Xie et al., 2022)
Institutional theory	The development of formal structures within an organization often outweighs market pressures and can be influenced by the institutional environment.	(Alpkan & Gemici, 2016; Child et al., 2017; Lin & Ho, 2016)
JD-R Theory	The organizational environment affects the welfare and performance of employees.	(Gabler et al., 2017)

Theory	Definition	References
LMX theory	A leadership approach that focuses on the two-way ( <i>dyadic</i> ) relationship between leaders and followers.	(Luo et al., 2018)
Resource-based theory	Valuable, rare, difficult to imitate, and non-substitutable resources are in the best position for a company for long-term success.	(Kauppila, 2015)
Social capital theory	Social relations are a resource that can lead to the development and accumulation of human capital.	(Guidice et al., 2009; Martínez-Pérez et al., 2016; Prieto-Pastor et al., 2018)
Trait activation theory	Employees will seek and derive intrinsic satisfaction from a work environment that allows easy expression of their unique personality traits.	(Mullins et al., 2020)
Upper echelons theory	Executive experience, values, and personality greatly influence the interpretation of the situation.	(Buyl et al., 2012; Heavey & Simsek, 2017; Kortmann, 2015; Lubatkin et al., 2006; Ou et al., 2018)

According to *Table 8*, studies on ambidexterity have evolved by integrating relevant ideas. This demonstrates that the development of ideas that can be employed is highly diverse and can be adopted based on the focus of future research. Complexity theory, institutional theory, social capital theory, and upper echelons theory are some of the theories utilized in creating this theory. Thus, future studies on ambidexterity should be conducted using several theories that are considered relevant but are still rarely used, such as AMO theory, broaden and build theory, dynamic capability theory, JD-R theory, LMX theory, resources-based theory, and trait activation theory.

## DISCUSSION

According to the literature review mechanism, dynamics, and variables that require further research, especially in the context of change, as stated in previous studies (Durisin & Todorova, 2012; O'Reilly & Tushman, 2011), the findings of this study answer how organizations achieve ambidexterity. In addition, it is essential to understand the concept of ambidexterity in general and that the two models balance exploitative and curious behaviors. The goal is to divide exploitation and exploration into independent units and offer a supportive environment in which to conduct ambidexterity tasks (O'Reilly & Tushman, 2011).

Given that a substantial amount of literature reveals two issues about ambidexterity, this study also recommends which topics should be explored and exploited. Exploration and exploitation are two distinct concepts that cannot be implemented concurrently. When research is prioritized, many possible ideas and new procedures emerge, but only a few are executed (making it less effective). In contrast, the organization will retain its competitive advantage if more emphasis is placed on exploitation. As a result, combining an emphasis on search with a focus on use is critical.

The goal of research should be to discover new opportunities, identify needs, or create new chances by anticipating possible wants. This study is concerned with disruptive innovation practices and technology. Research allows for the collection and creation of knowledge (Lee & Huang, 2012) and information from diverse perspectives of the organizational environment, allowing for the improvement of composed abilities that have not yet been formed (Lin et al., 2020; Weiss & Kanbach, 2021). This process can be carried out through collaboration and engagement with people at various levels (individuals, teams, and organizations), which encourages creativity and, ultimately, (Gabler et al., 2017; Parmentier & Picq, 2016; Poon et al., 2020; Sok et al., 2018; Zacher & Rosing, 2015), innovation (Wang et al., 2020). However, information activities not only aid in discovering operational flaws but also in developing new sources of competitive advantage (Deng et al., 2020).

The primary goal of its application is continual improvement through incremental and ongoing innovation. It leverages the organization to keep existing processes (Lei et al., 2021) by making small changes and expanding available resources (Deng et al., 2020). This allows for continued competitiveness (Clauss et al., 2021; Wang et al., 2022) through the use of existing knowledge (Soto-Acosta et al., 2018) to boost productivity, minimize failure, and continue to develop knowledge (Lee & Huang, 2012). In contrast to exploitation, which focuses on producing in-depth knowledge rather than constructing a broad body of knowledge in diverse domains (Nayak et al., 2022). Organizations are required to communicate knowledge through centralized, increasingly standardized, and codified processes and duties. Exploitation can increase exploration efficiency through empowerment.

The research found an inherent capacity to develop successful practices and routines and adapt to changing external environmental variables when supporting organizational transformation processes. This believes that heterogeneous organizations can quickly exploit existing expertise and explore new prospects. Further research is required since duality has yet to be widely studied in multilevel change management to improve knowledge of how each level (*individual, team, and organization*) is involved. This study also raises various challenges that could lead to new avenues of research on ambidexterity and organizational change success.

According to the findings, the development of ambidexterity study focuses on many parts of human behavior research and the field of human resource management in general. Although progress has been made, several research gaps must be filled to create valuable implications for organizational transformation theory and practice. Companies undergoing transition would be able to survive and thrive in the process (Du et al., 2013; Eltantawy, 2016; Fain et al., 2018).

*First*, performing mutual studies on leader and member behavior at the individual, team, and organizational levels is critical. This allows individuals to explore and exploit their resources while considering their abilities, expertise, and opportunities.

*Second*, identify the talents needed and use existing skills to enhance the organization's sustainability in the face of increased competition. It is intended to

encourage goal-oriented, creative, and inventive behavior. Understanding what needs to be researched and used as part of a strategy to increase organizational flexibility during the transition process is critical. As a result, a manager's job is essential to making sound decisions on suitable HR policies.

*Third*, a thorough analysis of the notion and aspects of ambidexterity is conducted at each level to create a solid conceptual framework. Although many researchers have widely adopted definitions and perspectives of ambidexterity, such as ambidexterity innovation (Kortmann, 2015; Laeeque, 2014), ambidexterity leadership (Iqbal et al., 2022), and ambidextrous orientation (Hanifah et al., 2019), most of them adopt definitions and research perspectives of ambidexterity rather than thoroughly to make analyses to explain the relationships and differences between trade.

*Fourth*, one must be able to integrate interdisciplinary theory into ambidexterity research from a theoretical standpoint. At the moment, ambidexterity research is based on ideas like complexity theory, institutional theory, social capital theory, and upper echelons theory. Diversifying the theory is required to enrich the study. Future research can look into the impact of exchange ratios, for example. Future research can offer new and original theoretical perspectives since ambidexterity is the ability to apply existing talents while exploring new possibilities. Consider the AMO theory, the broad and build theory, the dynamic capability theory, the JD-R theory, the LMX theory, the resources-based theory, and the trait activation theory.

*Fifth*, additional research should be conducted to develop sustainable and sustainable businesses, such as dynamic capacities, knowledge management, creativity, culture, HR practices, business process management, and digital transformation.

Recent research on ambidexterity opens up real opportunities for organizations to optimize performance in a rapidly changing business environment. This study provides practical guidance on how ambidexterity can be applied in various industrial and business contexts. For example, technology companies like Google have succeeded in creating an environment that supports ambidexterity by allocating time and resources to innovative projects while continuously improving existing products. Organizations can also gain valuable insights into strategies and best practices for achieving the balance between exploration and exploitation necessary for long-term business survival.

In addition, collaboration between researchers and business practitioners strengthens the application of the ambidexterity concept in organizational practice. Through a two-way dialogue between academia and industry, this research enriches the theoretical understanding of ambidexterity. It brings this concept into a more accurate and relevant context for business practitioners. Thus, research on ambidexterity is not just theory but is also a source of inspiration and guidance for business practitioners facing the complexity and uncertainty in today's business environment. For example, research on ambidexterity in the context of the manufacturing industry could lead to new methodologies for integrating innovation processes and production efficiency, which in turn could increase the competitiveness of companies in increasingly complex global markets. Therefore, through practical application and cross-

sector collaboration, research on ambidexterity will advance our understanding of organizational strategy and impact business performance and continuity in this era of globalization.

## FURTHER STUDY

The findings of this study provide a systematic analysis of ambidexterity inside an organization that has contributed to and discovered publication trends, with a total of 314 publications published between 2003 and November 2022. Furthermore, our analyses identified the most influential publication patterns and suggested future study directions. These findings suggest that the advancement of ambidexterity research focuses on numerous parts of the study of human behavior and, more broadly, human resource management. Future research must focus on ambidexterity at various levels, exploring and exploiting to support organizational sustainability, conducting comprehensive studies to provide a solid conceptual framework, and integrating multidisciplinary theory with various causal factors to create resilient and sustainable organizations. Developing a comprehensive framework that integrates multidisciplinary perspectives and examining the influence of leadership, culture, structure, and technology on ambidexterity are essential for creating effective strategies to foster innovation and adaptability in organizations. Additionally, investigating the role of human capital and knowledge management in enabling ambidextrous capabilities is warranted. Ultimately, future research should aim to provide practical guidance for organizations seeking to achieve ambidexterity and reap its benefits.

This study conducts a review of the literature regarding the issue of ambidexterity. Regardless of the data and findings, this study acknowledges limitations that may concern future research. The data used in this study comes from one database, namely Scopus. This is based on the fact that most of the bibliometric studies use one database to minimize duplication of articles. The unavailability of databases such as WoS, Scival, Pubmed, and others is a concern for future research by involving research articles that are relevant and valuable in this field of study. As a result, the study's conclusions are constrained by the Scopus database's viability. As a consequence, more research on other databases or as new publications on this topic become accessible may be done. Consequently, more research may be undertaken to augment the findings by including different materials such as book chapters, conference papers, and study notes.

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