

The Influence of Dynamic Capabilities and Organisational Culture on Organisational Ambidexterity: A Multi-Group Analysis

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Abstract

This study investigates the influence of dynamic capabilities (DC) and organizational culture (OC) on organizational ambidexterity (OA) through a multi-group analysis across four countries: the United Kingdom, the United States of America, South Africa, and the United Arab Emirates. A diverse group of 221 participants from various firms in these countries completed a questionnaire survey, and the data were analyzed using multiple regression analysis. The findings indicate that organizational diversity, shared diversity, and sensing capability have a significant positive impact on OA in the UK and the USA. In South Africa, only organizational diversity shows a significant positive relationship with OA; whilst in the UAE, shared diversity and learning capability are significantly related to OA. These results highlight the importance of both OC and DC in achieving OA. Specifically, the study reveals that organizations with a strong OC that promotes shared value and diversity are more likely to exhibit higher levels of ambidexterity. Similarly, organizations with well-developed dynamic capabilities, such as sensing and learning capabilities, are better equipped to achieve OA. The practical implications of this study suggest that organizations should focus on fostering dynamic capabilities, promoting organizational learning, cultivating a diverse and inclusive culture, enhancing internal communication and collaboration, and strategically allocating resources to achieve OA. By implementing these strategies, organizations can adapt to changing market conditions, effectively leverage their resources, and drive innovation and growth.

Keywords: *Organizational Ambidexterity, Organizational Culture, Dynamic Capabilities, Cross-national, Creativity, Innovation.*

Introduction

The potential of a business to both explore new competencies and use existing competencies has been extensively speculated by contemporary researchers (Hughes, 2018; Paliokaitė, & Pačėsa, 2015). This concept has attracted interest on a worldwide scale in a range of study domains (Wang & Rafiq, 2014; Hansen et al, 2022). In contrast to exploration, which is required for radical innovation and long-term success, exploitation is known to foster incremental innovation and short-term success (Moreno-Luzon et al, 2014). To effectively create new goods and guarantee long-term viability, exploration and exploitation must be balanced (Ali et al, 2022)

Additionally, there is a gap in the literature regarding how OC and DC can both have an impact on OA, with only a very small number of scholars addressing this in context, despite the extant literature being replete with studies on OA and related concepts acting as antecedents, moderators, and consequences of OA. Wang and Rafiq (2014)

Therefore, it is vital to understand how an organisation's culture might have an influence on OA from a contextual standpoint (which includes internal business divisions). Research has shown that contextual ambidexterity is founded in the sort of corporate culture that supports both creativity and discipline (Wang & Rafiq, 2014; Oduro et al, 2022).

According to recent theoretical developments in the organisational identification and organisational learning literature, "organisational diversity" (Wang & Rafiq, 2012) refers to a variety of individual knowledge, skills, and abilities that foster creativity and can coexist with or even make up the "shared vision" as long as these differences reflect common expectations and group norms that confer discipline.

Literature Review and Theoretical Framework

Organisational Ambidexterity

Organisational Ambidexterity (OA), according to Wu et al (2022), is the capacity to operate in established markets (where incremental innovation and cost-effectiveness are key) whilst creating new goods and services for emerging markets (where speed, flexibility, and experimentation are crucial). The Sequential, Structural/Simultaneous, and Contextual types of OA popularized by O'Reilly & Tushman (2013) and the Structural, Behavioural (Contextual), and Realized OA according to (Wu, 2017) are just a few of the classifications made by various authors for OA. Innovative ambidexterity is an additional component of ambidexterity that is added by (Chen et al, 2023). As a result, we shall examine ambidexterity in its contextual, structural, and contextual forms in depth.

Combining these theories, it is possible to state that OA is a deliberate attempt to simultaneously pursue incremental and discontinuous innovation, demonstrating alignment and adaptability by

creating internal architectures and cultures into business units with a variety of incompatible structures, procedures, and cultures that organisations can both explore and exploit (Hansen, et al., 2022). OA may be developed by enabling companies to alternate between lengthy periods of static change that emphasize exploitation and brief spasmodic moments of radical change that prioritize exploratory activities (Papachroni et al., 2015).

Contextual Ambidexterity

The ability to balance exploration and exploitation rests on an "organisational context characterized by an interaction of stretch, discipline, and trust," requiring a "supportive organisational context" that "encourages individuals to make their own judgments as to how to best divide their time bet." Gibson & Birkinshaw defined contextual ambidexterity as "the behavioural capacity to simultaneously demonstrate alignment and adaptability across an entire business unit."

Drivers of Contextual Ambidexterity

The Toyota Production System (TPS) would be a good way to visualize the concept of contextual ambidexterity as further elaborated by (Furlan et al, 2023). Thomas et al (2023) who explained how workers simultaneously combine both routine tasks of automobile assembly (exploitation) and job rotations leading to increased efficiency (exploration) via what they called the "meta-routines" (Thomas et al., 2023). In this situation, the larger management teams and intrinsic culture are developed to provide workers the resources they need to pursue both exploration and exploitation simultaneously.

According to the research, contextual ambidexterity may also be attained through the employment of social and behavioral strategies, in which case features are designed to allow people to divide their attention between exploitative and evaluative pursuits (Furlan, et al., 2023). However, it should be emphasized once more that, of the two ambidexterity models, contextual ambidexterity is considered to be more complex and calls for a bottom-up strategy that places an emphasis on each team member's active involvement and participation as a part of the OC and context (Wang & Rafiq, 2014).

Contextual ambidexterity, according to (Ong, 2022), can be seen as a unique organisational skill that is difficult, diffuse, and time-consuming to acquire. In order to achieve contextual ambidexterity, a bottom-up strategy would be necessary, stressing how each individual member interacts with the corporate culture and setting (Chen, et al., 2023).

To clarify further, below table shows various differences and / or similarities across Sequential, Simultaneous (Structural) and Contextual Ambidexterity

Table 1 Differences and similarities across Sequential, Simultaneous (Structural) and Contextual Ambidexterity

Characteristics	Sequential Ambidexterity	Structural Ambidexterity	Contextual Ambidexterity
How is Ambidexterity Executed?	Temporal Shifting via Oscillation or Vacillation between Exploitation and Exploration	The Concurrent Pursuit of both Exploitation and Exploration using distinct Sub-Units	Executed via Social means with Individuals splitting time allotments between exploitation & exploration
What is timeframe for execution?	Long term in nature and occurring in stable operations	Medium to long Term endeavors	Based on Individual’s predisposition – more likely short term
Decision Making	Executive / Senior Management	Executive / Senior Management	Junior Management / Frontline Staff
The Role of Top Management	Define Charter and Operational Trade-offs between Exploitation & Exploration	Define Charter and Operational Trade-offs between Exploitation & Exploration	Foster the right organisational Ecosystem to enable Individuals Execute
Nature of Roles	Clearly Defined	Clearly Defined	Somewhat flexible
Skill Set Required for Execution	Specialists in Operational Execution	Specialists in Operational Execution	Generalist in Operational Execution

Source: Author

2.3 Organisational Culture

According to some definitions, OC is "a complex set of values, beliefs, assumptions, and symbols that define the manner in which a firm conducts its business." (Dombrowski et al., 2007). Success and failure can both result from OC (Schmiedel et al., 2012). If an organisation wants to be successful and reach its objectives, it must define and identify the kind of culture that exists inside it. The success of the company depends on how well its culture fits the competitive climate of the industry it operates in and how well it is consistent with its long-term objectives, personal preferences, and working methods. OC, according to Schein (2010), is a dynamic phenomenon as well as a result of organisational dimensions variables. claiming that OC is a dynamic phenomenon that is shaped by people's interactions with one another and the environment around the company.

According to the research conducted by Wang and Rafiq (2014), OC plays a significant role in shaping the overall business environment of an organisation. The authors identify four key characteristics of OC that contribute to its influence:

Firstly, OC fosters perceived involvement and participation among its members. This means that employees are encouraged to actively engage in the organisation's activities, giving them a sense of ownership and responsibility.

Secondly, a strong OC exhibits adaptability. It can respond effectively to external conditions and challenges while remaining true to its core values. This ability to navigate changes and challenges without compromising its fundamental principles is crucial for the organisation's long-term success.

Thirdly, OC promotes normative integration and consistency. It establishes a set of shared norms and values that guide the behaviour and decision-making processes of its members. This consistency ensures that the organisation operates in a coherent and unified manner.

Lastly, a well-defined OC incorporates a mission that combines both economic and noneconomic objectives. It goes beyond purely financial goals and takes into account broader societal and ethical considerations. This mission provides the organisation with a sense of purpose and direction, guiding its actions and decisions.

Dimensions of Organisational Culture

OC, according to Schein (2010), is a dynamic phenomenon and a result of organisational dimensions elements. claiming that OC is a dynamic phenomena that is shaped by people's interactions with one another and the environment around the company.

Cameron et al (2006) investigating the impact of developed OC on organisational effectiveness and organisational success, adopting the competing values framework recommended that OC can be classified into four different categories: hierarchy, market, clan, and adhocracy.

Types of Organisational Culture

The four OC types were mapped out by Cameron and Quinn (1999) based on the competing values framework model

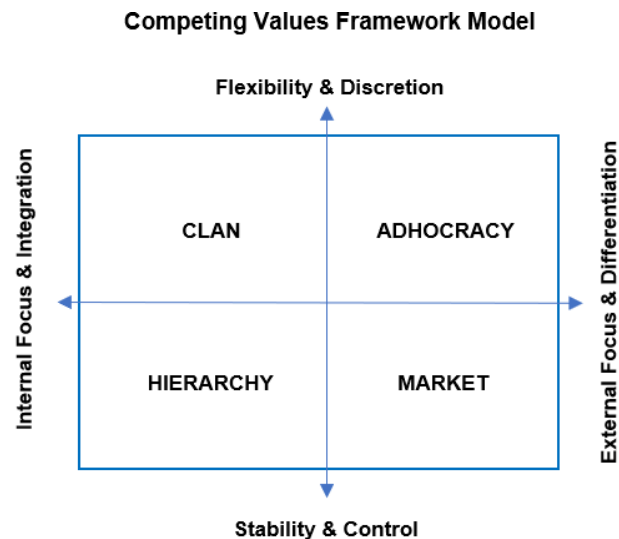


Figure 2. Competing Values Framework Model mapping out OC Types

Source of Data: Cameron & Quinn (2006)

According to Cameron and Quinn (2006), the "Adhocracy or (Create) Culture" places focus on establishing a vision of the future with structured anarchy and disciplined creativity since it thinks that adaptability and innovativeness lead to new resources and profitability.

When firms are more internally focused and prioritize employee response above that of other external stakeholders, a clan or collaborative culture—second on the CVF model—occurs.

The "Hierarchy (Control) Culture" is distinguished by a codified and regulated environment and processes to control what people do and how to make the organisation stable, predictable, and effective over time.

Finally, the fourth quadrant **Market (Competitive) Culture** is focused on market transactions with other constituencies to create a competitive advantage (Meng et al., 2016)). The market culture focuses on the transactions with the environment outside the organisation instead of on the internal management (Jiang et al., 2009)

The Ambidextrous Organisations

O'Reilly and Tushman (2011) assert that there are five ideas that must be true for leaders to

successfully manage ambidexterity. By utilizing shared resources and managing distinct "explore-and-exploit" components well, organisations are able to successfully respond to emerging possibilities and dangers. They comprise:

- An articulated common vision and values that support a shared identity across the exploitative and exploratory units.
- A compelling strategic goal that rationally supports the significance of both exploration and exploitation.
- A leadership team that expressly owns the unit's exploration and exploitation plan, a common-fate incentive scheme, and constant communication about the approach are all present.
- Organisational architectures (business models, structure, incentives, metrics, and cultures) for the exploratory and exploitative units should be distinct yet coordinated, and senior-level and tactical integration should be specifically focused to maximize the use of organisational resources.
- "The senior leadership's capacity to tolerate and alleviate tensions resulting from different alignments."

Ambidextrous Organisational Culture

According to Rink and Ellemers (2007), incorporating variety that encourages innovation into group norms can provide both direction and discipline. Building upon this idea, the researchers focus on two sets of organisational values and norms: "organisational diversity" (OD) and "shared vision" (SV), which together form what they term as "ambidextrous OC."

Organisational diversity (OD) is defined as the collection of principles and norms within an organisation that promote and tolerate variety. It recognizes and appreciates individuals' diverse perspectives, talents, and expertise, as highlighted in Hughes (2018) work on diversity. The emphasis is placed on the intangible aspects of OD and its significance for organisational learning. This definition of OD goes beyond the traditional understanding of diversity based solely on visible aspects like gender, age, and ethnicity. Instead, it encompasses task-related variations in knowledge, skills, and viewpoints, as accepted by cultural norms at the business unit level.

On the other hand, shared vision (SV) refers to the organisational values and norms that encourage active participation of members in the creation, dissemination, and implementation of organisational goals. SV aligns with what Chen et al (2023) describe as "integrative judgments" made by individuals. The researchers propose that OD and SV can be merged within a business unit to form a higher-order construct known as ambidextrous OC. This culture combines the acceptance of variety and the fostering of innovation with a shared sense of purpose and direction.

However, it is important to note that the development of these OCs takes time, and the causal linkages

between OD, SV, and ambidextrous OC may raise questions that require further investigation.

3. Methodology

The target population for this study targets firm executives, particularly, those in the senior and executive management of organisations USA, South Africa, United Arab Emirates and the United Kingdom being areas where the researcher had a large number of colleagues and business contacts. The data was collected via a survey conducted in both countries. Responses from the respondents were anonymous as there are no identifying questions in the survey. The survey was distributed online using the QualtricsTM platform (<http://www.qualtrics.com>). The collected data was then exported and saved in an Excel file. Labels were assigned to the variables and reverse coding was applied. This data was imported into statistical software tools SPSS version 25 (Ringle, Wende & Becker, 2022) for additional analysis. The dataset was checked for problems such as missing values, conformity to normal distribution, correlation, and potential for common method bias. The sampling frame comprised data from a consultant research outfit (A&A Global Research and Management Consult), personal contacts on LinkedIn, and other social media platforms. The survey was administered via email to the HR departments of organisations with a population of 1130. A total of 221 respondents responded to the questionnaire (19.55%).

4.0 Analysis

The analysis aims to explore and understand the characteristics and distribution of respondents across three variables: Industry, Location, and Job Level. By examining the frequency and percentage distributions within each variable, we can gain insights into the composition of the sample and identify any trends or patterns.

First, the Industry variable provides information about the sectors in which the respondents are employed. The data reveals the distribution of respondents across different industries, including Information Technology, Fast-Moving Consumer Goods, Management Consulting, Banking, Non-Profit, and Others. This analysis helps identify the dominant industries within the sample and provides an understanding of the diversity of professional backgrounds.

Second, the Location variable focuses on the geographic locations of the respondents. It sheds light on the representation of different regions, including the United Kingdom, the United States, South Africa, and the United Arab Emirates. Analysing the distribution of respondents across these locations provides valuable insights into the global or regional scope of the survey and allows for comparisons across different geographical contexts.

Third, the Job Level variable provides an understanding of the respondents' positions within their organisations. It highlights the distribution of respondents across various job levels, including entry-level, junior management, middle management, senior management, and executive management. This analysis helps identify the hierarchical distribution within the sample and provides insights into the

seniority levels and responsibilities of the respondents.

By examining the frequency and percentage distributions within these variables, we can gain a comprehensive overview of the sample composition and identify any notable trends or variations. This analysis sets the foundation for further exploration and interpretation of the data, enabling researchers to draw meaningful conclusions about the characteristics of the respondents and the potential implications for the research study or survey.

Table 1: Demographic Details of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Industry	Information Technology	22	10.0	10.0	10.0
	Fast-Moving Consumer Goods	43	19.5	19.5	29.5
	Management Consulting	75	33.9	34.1	63.6
	Banking	52	23.5	23.6	87.3
	Non-Profit	21	9.5	9.5	96.8
	Others	8	3.7	3.2	100.0
	Total	221	100.0	100.0	
Location	United Kingdom	58	26.2	26.2	26.2
	USA	76	34.4	34.4	60.6
	S.A	36	16.3	16.3	76.9
	UAE	51	23.1	23.1	100.0
	Total	221	100.0	100.0	
Job Level	Entry level	9	4.1	4.1	4.1
	Junior Management	59	26.7	26.7	30.8
	Middle management	49	22.2	22.2	52.9
	Senior management	94	42.5	42.5	95.5
	Executive Management	10	4.5	4.5	100.0
	Total	221	100.0	100.0	

Regarding Industry, the majority of respondents were affiliated with the Management Consulting industry, with 75 respondents (33.9%) selecting this option. Fast-Moving Consumer Goods was the next most popular industry, chosen by 43 respondents (19.5%). Banking accounted for 52 respondents (23.5%), while Information Technology attracted 22 respondents (10.0%). Non-Profit organisations were chosen by 21 respondents (9.5%), and the remaining 8 respondents (3.7%) selected "Others" as their industry.

In terms of Location, the respondents were geographically diverse. The largest group, consisting of 76 respondents (34.4%), hailed from the United States (USA). The United Kingdom (UK) was the second most represented location, with 58 respondents (26.2%). South Africa (S.A) had 36 respondents (16.3%), and the United Arab Emirates (UAE) had 51 respondents (23.1%).

From a Job Level perspective, the respondents covered a range of positions within organisations. The largest group, comprising 94 respondents (42.5%), held senior management roles. Junior management positions were reported by 59 respondents (26.7%), while middle management roles were held by 49 respondents (22.2%). The least represented job level was executive management, with 10 respondents

(4.5%). Additionally, 9 respondents (4.1%) identified themselves as entry-level employees.

Table 2: Descriptive Statistics of the Variables

	Mean	Std. Deviation	N
Ambidexterity (OA)	4.9055	.81354	221
Shared Value (SHV)	4.8244	.83161	221
Organisation Diversity (OD)	4.8763	.97119	221
Sensing Capabilities (SEC)	4.6896	.90761	221
Learning Capabilities (LEC)	4.6624	.91567	221
Integrating Capabilities (ITC)	4.7077	.85034	221
Co-ordinating Capabilities (COC)	4.5777	.90405	221

The survey results indicate that the respondents, who are firm executives in the USA, South Africa, United Arab Emirates, and the United Kingdom, rated various factors related to their organizations. On average, the executives perceived a high level of ambidexterity (mean = 4.9055, SD = 0.81354), indicating that they believe their organizations are performing well.

The concept of shared value also received a favourable rating (mean = 4.8244, SD = 0.83161), suggesting that the executives recognize the importance of creating value for both their organizations and society.

The respondents acknowledged the significance of organizational diversity (mean = 4.8763, SD = 0.97119), implying that they recognize the benefits of having diverse perspectives, backgrounds, and experiences within their organizations.

In respect to DC; sensing capabilities (mean = 4.6896, SD = 0.90761), learning capabilities (mean = 4.6624, SD = 0.91567), integrating capabilities (mean = 4.7077, SD = 0.85034), and coordinating capabilities (mean = 4.5777, SD = 0.90405), the executives perceived their organizations to possess these capabilities at a relatively high level. These capabilities are essential for effectively adapting to change, acquiring knowledge, integrating processes, and coordinating activities within the organization.

Based on the survey responses, the executives view their organizations positively in terms of ambidexterity, shared value, organizational diversity, and various capabilities related to adaptation, learning, integration, and coordination.

Common Method Bias

A common method bias issue was assessed using the marker variable, due to a single survey instrument used for data collection for the study. An unrelated variable to the theme of the study was introduced in the survey to generate responses for the common method bias test. Using a linear regression test of all the independent variables, testing with and without the marker variable. The R^2 value of the model with and without the marker variable was 0.75 leaving no difference in the marker variable

contribution to the model.

This study assessed the correlations among the core variables of the study (OA, DC, OC) using the Pearson correlations. The result as shown in Table 2 showed that all the variables positively and significantly correlate with one another.

The correlation analysis on Appendix 2 reveals strong and significant positive correlations among the variables measured in the study. The table indicates that there is a strong positive correlation between ambidexterity and shared value ($r = 0.762$, $p < 0.01$). This suggests that organisations that display organisational ambidexterity prioritise Shared Value. Additionally, as OA shows a significant positive correlation with sensing capabilities ($r = 0.707$, $p < 0.01$), it indicates that organizations with better sensing capabilities tend to have higher levels of OA. Similarly, there is a strong positive correlation between OA and Learning Capabilities ($r = 0.718$, $p < 0.01$). This implies that organizations with strong learning capabilities are more likely to achieve better OA outcomes. Also, OA is positively correlated with integrating capabilities ($r = 0.653$, $p < 0.01$); suggesting that organizations that effectively integrate processes and functions tend to have higher levels of OA. Looking at OA and Coordinating Capabilities; we can see that there is a positive correlation between OA and coordinating capabilities ($r = 0.658$, $p < 0.01$) indicating that organizations with strong coordinating capabilities tend to achieve better ambidexterity outcomes. Finally, the analysis shows that OA is significantly correlated with organizational diversity ($r = 0.754$, $p < 0.01$), therefore implying that organizations with more diverse workforces tend to have higher levels of OA.

The table further highlights the positive relationships between OA and the various factors measured, including shared value, sensing capabilities, learning capabilities, integrating capabilities, coordinating capabilities, and organizational diversity. These findings suggest that organizations should focus on developing and leveraging these factors to improve their overall levels of OA

Test of Hypothesis

Table 3: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	R ² Change	F Value	df1	df2	Sig. F Change
Model 1	0.814	0.662	0.659	0.47498	0.662	213.705	2	218	0.000
Model 2	0.847	0.718	0.710	0.43801	0.056	10.587	4	214	0.000

The first model (Model 1), which includes the predictors "Organisation Diversity" and "Shared Value" only, shows a moderate level of predictability. The correlation coefficient (R) for this model is 0.814, indicating a positive relationship between the predictors and the dependent variable. The coefficient of determination (R²) is 0.662, meaning that approximately 66.2% of the variance in the dependent variable can be explained by the predictors included in this model. The adjusted R² of 0.659 suggests that this model accounts for a substantial portion of the variance while considering the number of

predictors and sample size. The standard error of the estimate is 0.47498, indicating the average deviation between the observed values and the predicted values. The overall model is statistically significant (F Value = 213.705, $p < 0.001$), indicating that the predictors collectively have a significant impact on the dependent variable.

The second model (Model 2), which expands upon Model 1 by including additional predictors ("Co-ordinating Capabilities," "Sensing Capabilities," "Integrating Capabilities," and "Learning Capabilities"), demonstrates an improvement in the level of predictability. The correlation coefficient (R) for this model increases to 0.847, indicating a stronger positive relationship between the predictors and the dependent variable compared to Model 1. The coefficient of determination (R^2) increases to 0.718, indicating that approximately 71.8% of the variance in the dependent variable can be explained by all the predictors included in this expanded model. The adjusted R Square of 0.710 suggests that this model provides a better fit while considering the additional predictors. The standard error of the estimate decreases to 0.43801, indicating a reduced average deviation between the observed values and the predicted values compared to Model 1. The overall model is highly significant (F Value = 10.587, $p < 0.001$), indicating that the expanded set of predictors collectively has a significant impact on the dependent variable beyond what was captured in Model 1.

In summary, Model 2, which includes additional predictors, demonstrates improved predictability compared to Model 1. The expanded set of predictors contributes to a stronger positive relationship with the dependent variable, higher explained variance and a better fit of the model. These findings highlight the importance of considering a broader range of factors, such as coordinating capabilities, sensing capabilities, integrating capabilities, and learning capabilities, when analysing and predicting the dependent variable.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
Model 1	Regression	96.425	2	48.212	213.705	.000 ^b
	Residual	49.181	218	.226		
	Total	145.606	220			
Model 2	Regression	104.549	6	17.425	90.825	.000 ^c
	Residual	41.056	214	.192		
	Total	145.606	220			

a. Dependent Variable: Organisational Ambidexterity

b. Predictors: (Constant), Organisation Diversity, Shared Value

c. Predictors: (Constant), Organisation Diversity, Shared Value, Co-ordinating Capabilities, Sensing Capabilities, Integrating Capabilities, Learning Capabilities

The ANOVA table provides information about the variance in the dependent variable (OA) that is explained by the regression models. Model 1 shows that the regression model accounts for a significant amount of variance in Ambidexterity (F = 213.705, $p < 0.001$). The regression sum of squares is 96.425, indicating the amount of variance in Ambidexterity that is explained by the predictors (Organisation Diversity and Shared Value). The mean square value of 48.212 is obtained by dividing

the regression sum of squares by the degrees of freedom ($df = 2$). The residual sum of squares is 49.181, representing the unexplained variance in Ambidexterity. The total sum of squares is 145.606, which is the sum of the regression sum of squares and the residual sum of squares.

Model 2 demonstrates that the expanded regression model also explains a significant amount of variance in Ambidexterity ($F = 90.825$, $p < 0.001$). The regression sum of squares increases to 104.549, indicating that the additional predictors (Co-ordinating Capabilities, Sensing Capabilities, Integrating Capabilities, and Learning Capabilities) contribute to explaining more variance in OA. The mean square value for the regression is 17.425, calculated by dividing the regression sum of squares by the degrees of freedom ($df = 6$). The residual sum of squares decreases to 41.056, reflecting the reduced unexplained variance in Ambidexterity when including the additional predictors. The total sum of squares remains the same at 145.606.

The ANOVA tables confirm that both Model 1 and Model 2 significantly explain variance in OA. Model 2, with the expanded set of predictors, demonstrates a better fit and explains a greater amount of variance in Ambidexterity compared to Model 1. The inclusion of Co-ordinating Capabilities, Sensing Capabilities, Integrating Capabilities, and Learning Capabilities in Model 2 contributes significantly to the explanation of OA.

The Coefficients Table on Appendix 1 provides information about the estimated coefficients (B) and their statistical significance for each predictor in the regression models. For Model 1, the constant term represents the intercept of the regression equation. It is estimated to be 1.049 and is statistically significant ($t = 5.466$, $p < 0.001$). The coefficient for Shared Value is 0.442, indicating that a one-unit increase in Shared Value is associated with a 0.442-unit increase in Ambidexterity. This coefficient is statistically significant ($t = 7.796$, $p < 0.001$). The coefficient for Organisation Diversity is 0.354, indicating that a one-unit increase in Organisation Diversity is associated with a 0.354-unit increase in Ambidexterity. This coefficient is statistically significant ($t = 7.285$, $p < 0.001$).

For Model 2, which includes additional predictors, the constant term is estimated to be 0.671 and is statistically significant ($t = 3.529$, $p = 0.001$). The coefficient for Shared Value is 0.274, indicating that a one-unit increase in Shared Value is associated with a 0.274-unit increase in Ambidexterity. This coefficient is statistically significant ($t = 4.664$, $p < 0.001$).

The coefficient for Organisation Diversity is 0.245, indicating that a one-unit increase in Organisation Diversity is associated with a 0.245-unit increase in Ambidexterity. This coefficient is statistically significant ($t = 5.103$, $p < 0.001$). The coefficient for Sensing Capabilities is 0.154, indicating that a one-unit increase in Sensing Capabilities is associated with a 0.154-unit increase in Ambidexterity.

This coefficient is statistically significant ($t = 2.887$, $p = 0.004$). The coefficient for Learning Capabilities is 0.099, suggesting that a one-unit increase in Learning Capabilities is associated with a 0.099-unit increase in Ambidexterity. However, this coefficient is not statistically significant ($t = 1.641$, $p = 0.102$). The coefficient for Integrating Capabilities is 0.035, indicating that a one-unit increase in Integrating Capabilities is associated with a 0.035-unit increase in Ambidexterity. This coefficient is not statistically significant ($t = 0.584$, $p = 0.560$).

The coefficient for Co-ordinating Capabilities is 0.081, suggesting that a one-unit increase in Co-ordinating Capabilities is associated with a 0.081-unit increase in Ambidexterity. However, this coefficient is not statistically significant ($t = 1.453$, $p = 0.148$).

Independent T-Test by Countries

The study also compared the degree of the effect of the variables of DC and OC on OA across the four countries utilised for the study comprising United Kingdom (UK), the United States (US), South Africa (SA) and United Arab Emirates (UAE).

Table 5: T-Values of By Countries

	UK	USA	SA	UAE
(Constant)	1.894	2.721	1.671	2.303
Organisational Diversity	3.089	2.222	2.410	1.326
Shared Diversity	2.210	2.295	1.667	2.198
Sensing Capability	2.016	3.327	.346	-.725
Learning Capability	-1.060	.904	.920	2.821
Integrating Capability	.459	-.374	.951	.378
Co-ordinating Capability	1.255	-.108	2.652	.380
N	58	76	36	51

United Kingdom

From table 5, in the United Kingdom (UK), the t-value of 3.089 indicates a statistically significant positive relationship between organizational diversity and organizational ambidexterity in the UK. The t-value of 2.210 suggests a statistically significant positive relationship between shared diversity and organizational ambidexterity in the UK. The t-value of 2.016 indicates a statistically significant positive relationship between sensing capability and organizational ambidexterity in the UK. The t-value of -1.060 suggests that the relationship between learning capability and organizational ambidexterity in the UK may not be statistically significant. The t-value of 0.459 suggests that the relationship between integrating capability and organizational ambidexterity in the UK may not be statistically significant. The t-value of 1.255 indicates a statistically significant positive relationship between coordinating capability and organizational ambidexterity in the UK.

United States

In the United States of America (USA), the t-value of 2.222 indicates a statistically significant positive relationship between organizational diversity and organizational ambidexterity in the USA. The t-value of 2.295 suggests a statistically significant positive relationship between shared diversity and organizational ambidexterity in the USA. The t-value of 3.327 indicates a strong statistically significant positive relationship between sensing capability and organizational ambidexterity in the USA. The t-value of 0.904 suggests that the relationship between learning capability and organizational ambidexterity in the USA may not be statistically significant. The t-value of -0.374 suggests that the relationship between integrating capability and organizational ambidexterity in the USA may not be statistically significant. The t-value of -0.108 suggests that the relationship between coordinating capability and organizational ambidexterity in the USA may not be statistically significant.

South Africa

In South Africa (SA), the t-values reveal the t-value of 2.410 indicates a statistically significant positive relationship between organizational diversity and organizational ambidexterity in South Africa. The t-value of 1.667 suggests that the relationship between shared diversity and organizational ambidexterity in South Africa may not be statistically significant. The t-value of 0.346 suggests that the relationship between sensing capability and organizational ambidexterity in South Africa may not be statistically significant. The t-value of 0.920 suggests that the relationship between learning capability and organizational ambidexterity in South Africa may not be statistically significant. The t-value of 0.951 suggests that the relationship between integrating capability and organizational ambidexterity in South Africa may not be statistically significant. The t-value of 2.652 indicates a statistically significant positive relationship between coordinating capability and organizational ambidexterity in South Africa.

United Arab Emirates

In the United Arab Emirates (UAE), the t-value of 1.326 suggests that the relationship between organizational diversity and organizational ambidexterity in the UAE may not be statistically significant. The t-value of 2.198 indicates a statistically significant positive relationship between shared diversity and organizational ambidexterity in the UAE. The t-value of -0.725 suggests that the relationship between sensing capability and organizational ambidexterity in the UAE may not be statistically significant. The t-value of 2.821 indicates a statistically significant positive relationship between learning capability and organizational ambidexterity in the UAE. The t-value of 0.378 suggests that the relationship between integrating capability and organizational ambidexterity in the UAE may not be statistically significant. The t-value of 0.380 suggests that the relationship between

coordinating capability and organizational ambidexterity in the UAE may not be statistically significant.

5.0 Discussion of findings

The findings of this study, based on a poll of professionals from different firms in the selected countries, provide valuable insights into the impact of Organizational Capabilities (OC) and Dynamic Capabilities (DC) on Organizational Ambidexterity (OA). The results confirm that both DC and OC have a positive and significant influence on OA across nations. Further analysis highlights the significant positive impact of organizational diversity, shared diversity, and sensing capability on OA in the UK and the USA. In South Africa, only organizational diversity showed a significant positive relationship with OA. In the UAE, shared diversity and learning capability had a significant positive relationship with OA.

The study's findings align with previous research conducted by Ochie et al. (2022) and van Lieshout et al. (2021), which also emphasized the importance of dynamic skills in achieving OA. The results indicate that organizations with strong dynamic capabilities are better equipped to monitor and respond to changes in the external environment quickly and effectively. This ability is crucial for OA as it enables businesses to continuously adapt, leverage their existing resources and talents, and explore new opportunities. The study also highlights the significance of organizational learning as a key component of dynamic capabilities, enabling organizations to acquire and apply new information and skills to enhance productivity and competitiveness. By continually adapting and refreshing their resources and capabilities in response to external changes, organizations can effectively pursue OA while leveraging their current strengths and exploring new prospects.

Furthermore, the study reinforces the importance of Organizational Culture (OC) in fostering OA, aligning with previous research by Lopez-Zapata & Ramirez-Gómez (2021) and Beda-Garca et al. (2018). The findings suggest that organizations can influence the creativity and innovation of their employees through OC. The study demonstrates that diverse groups tend to generate more and better ideas, and are more likely to develop original and innovative solutions to problems. This is because diverse groups bring varied perspectives, experiences, and skills, enabling them to effectively share information, generate ideas, and solve problems. Such increased creativity and innovation can lead to new opportunities for growth and expansion. Additionally, the study highlights the role of corporate culture in facilitating OA through enhanced internal communication and collaboration. Diverse groups tend to interact and collaborate more effectively, promoting information sharing, idea generation, and problem-solving skills. Improved innovation and new opportunities for development and expansion can arise from such enhanced communication and collaboration within the organizational culture.

In conclusion, this study underscores the significance of both Dynamic Capabilities and Organizational Culture in achieving Organizational Ambidexterity. Organizations with strong dynamic capabilities can effectively adapt to changes in the external environment, leveraging their existing resources while exploring new prospects. Additionally, an inclusive and diverse organizational culture fosters creativity, innovation, and effective collaboration, leading to enhanced OA. These findings provide valuable insights for organizations aiming to develop and leverage ambidexterity as a strategic advantage in an ever-changing business landscape.

6.0 Practical Implications of the Research

The study's results practically advise firms to build a DC that would enable them to recognize and react to changes in the external environment. DC enable organisations to better recognize and react to changes in the external environment, such as shifting consumer preferences, shifting rivalry, and shifting market dynamics. As a result, they may continually adapt, make use of available resources, and explore new openings and possibilities (Ramdan et al., 2022). A company will be able to continually innovate and enhance its goods and services to suit the changing demands of its consumers if it is able to perceive and respond to changes in client preferences.

The research findings have several practical implications for organizations seeking to enhance their organizational ambidexterity. Organizations should focus on developing and nurturing dynamic capabilities within their operations. This involves building the ability to sense and respond to changes in the external environment quickly and effectively. By investing in ongoing learning and development initiatives, organizations can equip their employees with the necessary skills and knowledge to adapt to changing circumstances. This, in turn, enables organizations to continuously leverage their resources and explore new opportunities for growth and innovation.

Creating a culture of continuous learning is crucial for enhancing organizational ambidexterity. Organizations should encourage employees to engage in knowledge sharing, experimentation, and exploration of new ideas. This can be achieved through training programs, cross-functional collaboration, and providing opportunities for employees to acquire new skills and knowledge. By fostering a learning mindset, organizations can enhance their ability to adapt and respond to changing market conditions effectively.

Embracing diversity and fostering an inclusive culture can significantly contribute to organizational ambidexterity. By encouraging diversity in terms of backgrounds, perspectives, and experiences, organizations can tap into a broader range of ideas and approaches. This diversity facilitates creative

thinking, problem-solving, and the generation of innovative solutions. Moreover, an inclusive culture that values and respects different viewpoints fosters effective collaboration and communication among employees, facilitating the exchange of ideas and knowledge.

Effective internal communication and collaboration are vital for achieving organizational ambidexterity. Organizations should promote open channels of communication, encourage cross-functional collaboration, and break down silos that hinder information flow. This can be facilitated through regular team meetings, the use of collaborative tools and platforms, and fostering a culture of transparency and knowledge sharing. Improved communication and collaboration enable organizations to leverage the collective intelligence of their employees and facilitate the integration of diverse perspectives.

Organizations should strategically allocate resources to support both exploratory and exploitative activities. Balancing investments in new ventures and core business operations is crucial for achieving ambidexterity. This requires careful consideration of resource allocation decisions, such as funding, talent allocation, and time allocation, to ensure that both long-term innovation and short-term efficiency are prioritized.

Organizations should establish mechanisms to continuously monitor and evaluate their ambidexterity efforts. This includes tracking key ambidexterity indicators related to exploration and exploitation activities, gathering feedback from employees, and regularly reviewing and adjusting strategies and initiatives. By maintaining a focus on continuous improvement and learning, organizations can adapt their approaches to optimize their ambidexterity capabilities over time.

By implementing these practical implications, organizations enhance their ability to balance exploration and exploitation, adapt to changing market conditions, and drive innovation and growth. This research provides valuable insights for organizations seeking to develop and leverage organizational ambidexterity as a strategic advantage in today's dynamic business environment.

Another practical implication of this study is the ability of managers to pay attention to DC in order to effectively manage and allocate resources to achieve OA (Popadiuk et al., 2018). Organisations that have developed DC are better equipped to manage and allocate resources, such as financial, human, and technological resources. This allows them to simultaneously exploit existing resources and capabilities while also exploring new opportunities and possibilities. Firms that are able to effectively manage and allocate their financial resources will be able to continuously invest in new product and service development, while also maintaining existing products and services.

7.0 Research Limitations and Suggestions for Future Studies

This study examines the influence of OC and DC on OA. The findings generated are interesting and useful for theory and practice, however, there are limitations. First, the study used a single methodology for data collection and analysis which limits the respondents from expressing their opinion OC, DC and OA beyond the questionnaire items. OA among multinational firms is an emerging trend, especially in developing countries, which requires further exploration.

Secondly, the variables of interest were examined in direct relationships, though in different contexts (developing and developed economies). The study is limited to this direct relationship, other factors such as leadership role, market orientation and ambidexterity are not explored. Future studies are suggested to include these factors as moderators in the relationship between DC, OC, and ambidexterity.

8.0 Data Availability Statement

The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

9.0 Ethics Statement

The Ethics Committee of Warwick Business School, University of Warwick, examined and approved the research that used human subjects. Since there are no identifying questions in the survey and participants can opt out at any time, it was made anonymous.

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Appendix 1 : **Coefficients**

Model	Unstandard.Coeff		Standard Coeff		Sig.	95.0% Confidence Interval		Correlations			Collinearity Statistics	
	B	Std. Err	Beta	t		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.049	.192	5.466	.000	.671	1.427					
	Shared Value	.442	.057	7.796	.000	.330	.554	.762	.467	.307	.461	2.167
	Organisation Diversity	.354	.049	7.285	.000	.258	.449	.754	.442	.287	.461	2.167
2	(Constant)	.671	.190	3.529	.001	.296	1.046					
	Shared Value	.274	.059	4.664	.000	.158	.389	.762	.304	.169	.366	2.731
	Organisation Diversity	.245	.048	5.103	.000	.150	.339	.754	.329	.185	.402	2.489
	Sensing Capabilities	.154	.053	2.887	.004	.049	.259	.707	.194	.105	.373	2.681
	Learning Capabilities	.099	.060	1.641	.102	-.020	.218	.718	.111	.060	.287	3.488
	Integrating Capabilities	.035	.061	.584	.560	-.084	.155	.653	.040	.021	.329	3.035
	Co-ordinating Capabilities	.081	.056	1.453	.148	-.029	.192	.658	.099	.053	.341	2.936

a. Dependent Variable: Ambidexterity N=221

		OA	SHV	SEC	LEC	ITC	COC	OD
OA	Pearson Correlation	1	.762**	.707**	.718**	.653**	.658**	.754**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
SHV	Pearson Correlation	.762**	1	.655**	.690**	.630**	.608**	.734**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
SEC	Pearson Correlation	.707**	.655**	1	.723**	.706**	.674**	.632**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
LEC	Pearson Correlation	.718**	.690**	.723**	1	.745**	.754**	.663**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
ITC	Pearson Correlation	.653**	.630**	.706**	.745**	1	.751**	.576**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
COC	Pearson Correlation	.658**	.608**	.674**	.754**	.751**	1	.582**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
OD	Pearson Correlation	.754**	.734**	.632**	.663**	.576**	.582**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).