

Impact of Organizational Ambidexterity on Overall Project Success: Examining the Roles of Absorptive Capacity, Innovation Capability, and Organizational Resilience

Syeda Hafsa^{1*}

ABSTRACT

This study investigates the impact of organizational ambidexterity on overall organizational project success, with particular attention to the roles of absorptive capacity, innovation capability, and resilience. Organizational ambidexterity refers to an organization's ability to simultaneously pursue exploratory and exploitative activities. Prior research has not clearly articulated how organizational ambidexterity relates to overall organizational project success. To address this gap, the present study examines the relationship between organizational ambidexterity and overall organizational project success, as well as the influence of absorptive capacity, innovation capability, and organizational resilience on this relationship. A total of 505 responses were collected from software houses, primarily from senior-ranking members such as project managers and team leads in game and web development. The results show that organizational ambidexterity significantly predicts both innovation capability ($b = .96, p < .001$) and project success ($b = .54, p < .001$). Innovation capability partially mediates this relationship (indirect effect $b = .19, 95\%$ CI [.11, .28]). Absorptive capacity demonstrates a strong, positive direct association with innovation capability, but does not significantly moderate the relationship between organizational ambidexterity and innovation capability. These findings offer valuable insights into the mechanisms through which organizational ambidexterity contributes to superior project success and provide practical implications for organizations seeking to improve project outcomes.

Keywords: Organizational Ambidexterity, Overall Organizational Project Success, Absorptive Capacity, Innovation Capability, Organizational Resilience

1. INTRODUCTION

Organizational ambidexterity has received increasing attention as firms strive to balance short-term efficiency with long-term transformation in dynamic markets (Abbas et al., 2025). Duncan (1976) emphasized that success depends on maintaining a balance between exploration and exploitation activities, while March (1991)

¹ Riphah School of Business and Management, Riphah International University, Lahore, Pakistan

*Corresponding author's E-mail: bukhari2510@gmail.com

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warned that overreliance on exploitation can lead to stagnation. For organizations to remain viable, they must effectively manage both strategies. In the IT sector, ambidexterity is achieved by balancing exploitation (process efficiency) and exploration (innovation and adaptability), which allows teams to be both efficient and innovative (Fontana et al., 2015).

Absorptive capacity, defined as the ability to acquire and utilize external knowledge, plays a critical role in innovation (Abbas, 2025; Abbas et al., 2026). Zahra and George (2002) described it as a dynamic capability that allows firms to leverage external knowledge for performance and growth. Closely related is innovation capability, first introduced by Schumpeter (1934), which reflects an organization's ability to generate and adopt new ideas, adapt to market shifts, and seize emerging opportunities. Firms with strong innovation capacity are better positioned to sustain competitiveness and long-term success (Parashar & Singh, 2005).

Organizational resilience, which is the capacity to recover and adapt during uncertain or disruptive events, also enhances competitiveness (Shin et al., 2012; Vogus & Sutcliffe, 2007). Beyond addressing sudden shocks, resilience supports firms in managing routine challenges that can otherwise hinder performance (Barasa et al., 2018). Together, ambidexterity, absorptive capacity, innovation capability, and resilience are vital drivers of organizational project success, which extends beyond single project outcomes to the overall performance of an organization's portfolio (Abbas, 2026b).

Despite the recognized importance of ambidexterity, gaps remain in understanding the mechanisms that link it to project success at the organizational level. Prior studies have suggested that innovation capability and resilience may act as mediators (Raisch et al., 2009), but further empirical work is needed to clarify these pathways. Moreover, absorptive capacity has been identified as a potential moderator that could strengthen the effects of ambidexterity in rapidly changing environments (O'Reilly & Tushman, 2013). Addressing these gaps is especially relevant in technology-driven industries, such as IT, where continuous innovation and resilience are essential for survival. Recent research continues to highlight the role of ambidexterity and dynamic capabilities in rapidly changing technological environments. For example, Ojiako et al. (2023) demonstrate that ambidexterity significantly enhances project portfolio performance, particularly when supported by appropriate project management practices. More recent evidence also shows that dynamic capabilities such as absorptive capacity and innovation capability remain central to organizational resilience and performance in technology-intensive sectors (Hillmann, 2021). These contemporary contributions reinforce the need to further explore how ambidexterity operates in different project environments (Sartori &

Garrido, 2023), especially in developing economies where environmental turbulence is high.

Accordingly, this study investigates the impact of organizational ambidexterity on overall organizational project success in the IT sector. It examines whether innovation capability and organizational resilience mediate this relationship, and whether absorptive capacity moderates the links between ambidexterity, innovation, and resilience. The research is guided by three questions: (1) To what extent does ambidexterity influence innovation capability and resilience? (2) Do innovation capability and resilience mediate the relationship between ambidexterity and project success? and (3) Does absorptive capacity moderate the effects of ambidexterity on innovation capability and resilience?

This study contributes to the literature by clarifying the mechanisms through which ambidexterity influences organizational outcomes and by testing the moderating role of absorptive capacity. From a theoretical perspective, it advances understanding of how dynamic capabilities interact in complex organizational settings. From a practical perspective, it offers insights for project managers and leaders on fostering innovation, building resilience, and developing absorptive capacity to enhance overall project success. These contributions are particularly relevant in today's technology-driven business environment, where rapid change and uncertainty demand organizational strategies that balance efficiency with adaptability.

2. THEORETICAL BACKGROUND

This section reviews key constructs relevant to organizational project success in the IT sector: organizational ambidexterity, innovation capability, organizational resilience, and absorptive capacity. It also develops hypotheses linking these constructs.

The theoretical foundation for this study draws on ambidexterity theory and dynamic capability theory. Ambidexterity theory (O'Reilly & Tushman, 2013; He & Wong, 2004) highlights the need to balance exploratory and exploitative strategies for sustainable competitive advantage. Dynamic capability theory (Teece et al., 1997; Eisenhardt & Martin, 2000) explains how firms adapt to technological and environmental changes by reconfiguring resources and processes. Together, these perspectives provide a framework for examining how ambidexterity, absorptive capacity, innovation capability, and resilience interact to shape organizational project success.

2.1. Organizational Ambidexterity

The concept of organizational ambidexterity was first introduced by Duncan (1976) and later refined by March (1991). It refers to the ability of firms to simultaneously pursue exploratory activities (seeking new opportunities and innovations) and exploitative activities (leveraging existing capabilities for efficiency). Ambidextrous organizations are better positioned to thrive in dynamic markets by balancing efficiency and adaptability (O'Reilly & Tushman, 2013). Research confirms its positive impact on organizational performance and long-term survival (Junni et al., 2013; Simsek, 2009).

Ambidexterity enables firms to integrate mature and emerging technologies, adapt to market disruptions, and sustain competitiveness (Riccaboni & Moliterni, 2009; Zimmermann et al., 2018). Thus, it serves as a foundation for innovation, resilience, and overall organizational success.

2.2. Organizational Ambidexterity and Innovation Capability

Innovation capability, rooted in Schumpeter's (1934) notion of "creative destruction," refers to a firm's ability to generate and apply new ideas, adapt to market demands, and introduce products or processes that create competitive advantage (Teece et al., 1997; Saunila & Ukko, 2014). Studies highlight its role as a critical intangible asset (Sher & Yang, 2005) that enhances project success and long-term sustainability (Rajapathirana & Hui, 2018).

Ambidextrous organizations foster innovation capability by balancing exploratory and exploitative activities, enabling both incremental and radical innovations (He & Wong, 2004; Benitez et al., 2018). This duality allows firms to respond to immediate market needs while also investing in transformative opportunities.

H1: *Organizational ambidexterity has a positive impact on innovation capability.*

2.3. Organizational Ambidexterity and Organizational Resilience

Organizational resilience refers to the ability to adapt and recover from crises, disruptions, and uncertainty while maintaining operations (Kendra & Wachtendorf, 2003; Vogus & Sutcliffe, 2007). Resilient organizations manage risks, sustain performance, and gain competitive advantage in volatile environments (Shin et al., 2012; Fani et al., 2015).

Ambidexterity enhances resilience by fostering adaptability, enabling resource optimization, and mitigating risks (Buliga et al., 2016). Firms that balance exploration and exploitation are better positioned to anticipate threats, seize

opportunities, and maintain continuity in turbulent environments (Al-Atwi et al., 2021).

H2: *Organizational ambidexterity has a positive impact on organizational resilience.*

2.4. Organizational Ambidexterity and Organizational Project Success

Overall organizational project success extends beyond individual projects to reflect alignment with organizational strategy, long-term competitiveness, and growth (Shenhar et al., 2001; Jiang et al., 2016). Effective project management maturity models (Farrokh & Mansur, 2013) highlight the importance of strategic alignment, leadership, and stakeholder collaboration.

Ambidexterity contributes directly to project success by enabling firms to adjust strategies, reallocate resources, and respond to market uncertainty (Kim et al., 2019). Empirical evidence shows that organizations with high ambidexterity achieve superior performance outcomes across projects (Junni et al., 2013).

H3: *Organizational ambidexterity has a positive impact on overall organizational project success.*

2.5. Innovation Capability and Organizational Project Success

Innovation capability streamlines project processes, enhances efficiency, and fosters a culture of continuous improvement (McGrath et al., 1994). It enables firms to differentiate themselves through unique products and services, strengthen customer loyalty, and sustain profitability (Al-Kalouti et al., 2020).

By integrating internal knowledge with external insights, organizations strengthen innovation capability and translate it into project success (Tamer Cavusgil et al., 2003). Firms that successfully innovate are more likely to achieve favorable project outcomes and sustain long-term growth.

H4: *Innovation capability has a positive impact on overall organizational project success.*

2.6. Organizational Resilience and Organizational Project Success

Resilience enables organizations to adapt project strategies to environmental changes, manage risks, and sustain operations during disruptions (Van Der Vegt et al., 2015). Resilient organizations are better positioned to minimize project failures and sustain long-term outcomes (Hillmann & Guenther, 2021).

By building adaptive strategies and risk management practices, resilient organizations enhance project outcomes and mitigate the likelihood of disruptions (Leflar & Siegel, 2013).

H5: *Organizational resilience has a positive impact on overall organizational project success.*

2.7. Mediating Roles of Innovation Capability and Resilience

Ambidexterity enhances innovation capability, which in turn improves project outcomes. Research shows that innovation capability mediates the relationship between ambidexterity and project success, allowing firms to generate innovative solutions that contribute to superior results (Alamayreh et al., 2021).

H6: *Innovation capability mediates the relationship between organizational ambidexterity and overall organizational project success.*

Similarly, ambidexterity fosters resilience, which translates into improved project performance. Empirical evidence supports resilience as a mediator between ambidexterity and project success, highlighting its role in transforming adaptability into sustained organizational outcomes (Trieu et al., 2023).

H7: *Organizational resilience mediates the relationship between organizational ambidexterity and overall organizational project success.*

2.8. Moderating Role of Absorptive Capacity

Absorptive capacity strengthens the effects of ambidexterity by enabling organizations to acquire and apply external knowledge in ways that enhance innovation (Cohen & Levinthal, 1990; Zahra & George, 2002). Firms with higher absorptive capacity are more effective in balancing exploration and exploitation and translating these into innovation outcomes (Kim et al., 2019; Muller et al., 2021). Furthermore, recent contributions indicate that absorptive capacity remains a strong predictor of innovation effectiveness in dynamic environments, particularly when firms invest in cross-functional knowledge-sharing routines (Chaparro, 2021; Flatten et al., 2022; Pu et al., 2023).

H8: *Absorptive capacity moderates the relationship between organizational ambidexterity and innovation capability.*

Absorptive capacity also enhances resilience by equipping firms with external knowledge and adaptive practices that support recovery during disruptions (Piriyaawattana, 2020). Recent evidence suggests it can even substitute for resilience when resilience mechanisms are weak (Salam & Bajaba, 2023).

H9: *Absorptive capacity moderates the relationship between organizational ambidexterity and organizational resilience.*

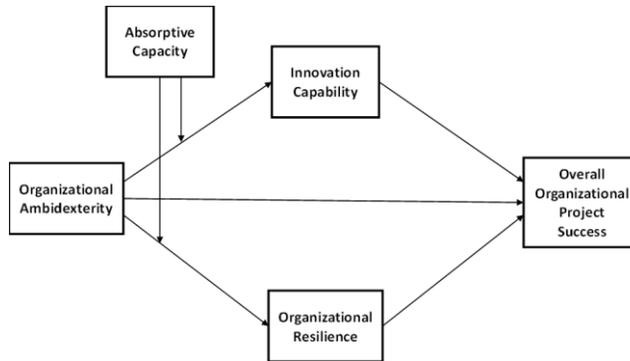


Figure 1: The Theoretical Model

3. METHODOLOGY

This section discusses the sampling strategy, data collection procedure, and data analysis tools and techniques.

3.1. Sample and Data Collection

The study targeted the IT sector of Pakistan, which is particularly relevant given the role of innovation capability and absorptive capacity in dynamic technological environments. Senior-ranking members, including project managers, senior web and game developers, and graphic designers, were selected as respondents due to their experience with organizational projects.

Using convenience and snowball sampling, 600 questionnaires were distributed via Google Forms. A total of 505 responses were received (response rate: 84.2%). After screening for unengaged responses (standard deviation < 0.50), 366 usable surveys remained. This exceeds the recommended minimum of 150 responses, calculated following VanVoorhis and Morgan’s (2007) guideline of 30 responses per variable.

3.2. Measures

Validated scales were used to measure the constructs, with all items rated on Likert-type scales.

Organizational Ambidexterity: 12 items adapted from Lubatkin et al. (2006), measured on a 5-point scale (1 = strongly disagree, 5 = strongly agree). Example item: “Our organization looks for novel technological ideas by thinking ‘outside the box.’”

Organizational Project Success: 11 items adapted from Jiang et al. (2016), measured on a 5-point scale. Example: “Our projects generally follow the assigned schedule.”

Innovation Capability: 8 items from Prajogo & Ahmed (2006), measured on a 7-point scale. Example: “The level of newness (novelty) of our new products is very high.”

Organizational Resilience: 3 items from Lee et al. (2015), used by Trieu et al. (2023), measured on a 5-point scale. Example: “When an unexpected event occurs, our company can improvise solutions to adjust the workflow.”

Absorptive Capacity: 14 items from Leal-Rodríguez et al. (2014), measured on a 7-point scale. Example: “We have frequent interactions with top management to acquire new knowledge.”

Demographic variables (gender, age, qualification, work experience, job position, and project type) were also collected.

3.3. Procedure

Data were collected in three waves to maximize participation, with reminders sent to non-respondents. Participants were approached primarily via professional social media platforms and organizational contacts in the IT industry. Respondents provided input based on their project management experiences and organizational practices.

3.4. Data Analysis

Data were analyzed using SPSS with Hayes’ PROCESS macro. Analyses included descriptive statistics, reliability testing (Cronbach’s alpha), correlation analysis, and regression-based techniques for mediation and moderation testing.

The organizational resilience construct was removed during the data analysis due to extremely low reliability ($\alpha = .29$), consistent with Nunnally’s (1978) minimum threshold of .70 for acceptable reliability.

4. FINDINGS

This section reports the descriptive statistics, reliability and correlation analyses, and the results of regression, mediation, and moderation tests.

4.1. Descriptive Analysis

Of the 366 usable responses, 25.4% were female and 74.6% were male. Most respondents were aged 20–29 years (61.5%), followed by 30–39 years (32.5%). Nearly half of the participants (46.4%) had 1–5 years of experience, while 42.3% had 6–10 years. Data were primarily collected from professionals in game development (30.6%), website development (21.3%), graphic design (14.2%), organizational development (12.6%), and mobile application development (10.1%).

Table 1 *Descriptive Statistics (N = 366)*

Variable	Category	Frequency	Percent
Gender	Female	93	25.4
	Male	273	74.6
Age	20–29	225	61.5
	30–39	119	32.5
	40–49	21	5.7
	50 or above	1	0.3
Work experience	1–5 years	170	46.4
	6–10 years	155	42.3
	11–15 years	32	8.7
	16–20 years	8	2.2
	More than 20 years	1	0.3

Variable	Category	Frequency	Percent
Project type	Game development	112	30.6
	Website development	78	21.3
	Graphic design	52	14.2
	Organizational development	46	12.6
	Mobile app development	37	10.1
	Other	41	11.2

4.2. Reliability and Correlation Analysis

Reliability was assessed using Cronbach's alpha. All constructs showed acceptable reliability ($> .70$) except organizational resilience, which had a very low alpha (.29) and was excluded from subsequent analyses.

Table 2 Reliability Statistics for Study Variables

Variable	Cronbach's α	Items
Organizational ambidexterity	.697	12
Project success	.732	11
Organizational resilience	.294	3
Innovation capability	.768	9
Absorptive capacity	.819	15

The correlations show strong, positive, and significant associations among the key constructs. Ambidexterity was highly correlated with both project success ($r = .69, p < .01$) and innovation capability ($r = .60, p < .01$), indicating that firms that

balance exploration and exploitation tend to report better innovation outcomes and project-level success. Innovation capability also correlated strongly with project success ($r = .61, p < .01$), suggesting that innovation is an important driver of organizational outcomes. Absorptive capacity was significantly correlated with all three constructs ($r = .59-.68, p < .01$), highlighting its role in supporting both innovation and performance.

Table 3 Means, Standard Deviations, Reliabilities, and Correlations

Variable	M	SD	1	2	3	4
1. Organizational ambidexterity (OA)	3.71	0.44	(.70)			
2. Project success (OPS)	3.98	0.47	.69**	(.73)		
3. Innovation capability (IC)	5.04	0.72	.60**	.61**	(.77)	
4. Absorptive capacity (AC)	5.21	0.68	.59**	.60**	.68**	(.82)

Note. Values on the diagonal represent Cronbach's alpha. $p < .01$.

4.3. Common Method Variance

To examine the influence of common method variance, Harman's single-factor test (unrotated) was conducted to examine the single-factor variance in the dataset. The results indicated that a single factor that the first factor accounted for 20.95% of the variance, which is far below the threshold of 50%. Therefore, it is very unlikely that common method variance can fully account for the observed relationships.

4.4. Regression Analyses of Direct Relationships

All regression analyses, including mediation and moderation, were conducted using the PROCESS macro developed by Hayes (2018). The direct relationships results showed that organizational ambidexterity significantly predicted innovation capability ($b = .96, t = 13.70, p < .001$), supporting H1. Ambidexterity also had a significant positive effect on project success ($b = .54, t = 11.25, p < .001$), supporting H3. Finally, innovation capability significantly predicted project success ($b = .20, t = 6.82, p < .001$), supporting H4.

Table 4 Direct Effects of Independent Variables on Outcomes

Path	B	SE	t	p
OA → IC	.963	.070	13.70	< .001
OA → OPS	.537	.048	11.25	< .001
IC → OPS	.198	.029	6.82	< .001

4.5. Mediation Analysis

Using Hayes' PROCESS macro with 5,000 bootstrapped samples (Hayes, 2018), innovation capability was found to partially mediate the relationship between ambidexterity and project success. The indirect effect ($b = .19$, 95% CI [.11, .28]) was significant, as the confidence interval did not include zero. This supports H6.

Table 5 Mediation of Innovation Capability Between Ambidexterity and Project Success

Effect	B	SE	t	P	LLCI	ULCI
Total effect (OA → OPS)	.728	.041	17.74	<.001	.647	.808
Direct effect (OA → OPS)	.537	.048	11.25	<.001	.443	.630
Indirect effect (OA → IC → OPS)	.191	.043	–	–	.107	.276

Ambidexterity exerts both a direct and indirect effect on project success. The mediation results suggest that part of ambidexterity's effect is transmitted through the organization's ability to innovate. Thus, firms that balance exploration and exploitation are successful not only because of efficiency and adaptability but also because these practices foster innovation that drives project outcomes.

4.6. Moderation Analysis

Absorptive capacity did not moderate the relationship between ambidexterity and innovation capability. The interaction effect was nonsignificant ($b = -.0002$, $p = .996$). Thus, H8 was not supported.

Table 6 Moderation of Absorptive Capacity Between Ambidexterity and Innovation Capability

Predictor	B	SE	t	p
OA → IC	.499	.083	6.02	< .001

Predictor	B	SE	t	p
AC → IC	.520	.051	10.15	< .001
OA × AC → IC	-.002	.041	-0.01	.996

Although absorptive capacity was positively associated with innovation capability, it did not strengthen the effect of ambidexterity on innovation. However, it should be noted that although the interaction was not significant ($b = -.002$, $p = .996$), absorptive capacity independently predicted innovation capability ($b = .52$, $t = 10.15$, $p < .001$). Thus, absorptive capacity contributes directly to innovation outcomes, but our results indicate that it does not amplify the effect of organizational ambidexterity. The lack of a significant interaction suggests that absorptive capacity may contribute to innovation capability independently rather than amplifying ambidexterity effects, consistent with studies reporting weak or inconsistent moderation patterns (e.g., Fan et al., 2023).

Finally, H9, which concerned moderation with resilience, could not be tested due to the low reliability of the resilience scale.

5. DISCUSSION

This study examined the role of organizational ambidexterity, innovation capability, absorptive capacity, and resilience in driving organizational project success in the IT sector of Pakistan. The findings support ambidexterity theory and dynamic capability theory, demonstrating that firms that balance exploration and exploitation activities are better positioned to innovate and achieve project-level outcomes.

Consistent with prior research (Benitez et al., 2017; Boukamel & Emery, 2017), ambidexterity was found to significantly enhance innovation capability. Ambidextrous organizations can simultaneously leverage existing knowledge and pursue novel opportunities, fostering creativity, adaptability, and risk-taking that translate into innovation outcomes. This supports the argument that ambidexterity is a crucial driver of sustainable competitiveness in dynamic sectors (Luger et al., 2018; O'Reilly & Tushman, 2013).

The results also show that ambidexterity contributes directly to overall organizational project success. Firms that integrate exploration and exploitation are more capable of adjusting resources, aligning strategies, and delivering projects that support long-term growth (Abbas, 2026a). These findings align with previous studies that highlight ambidexterity as a tool for sustaining performance under dynamic conditions (Wan et al., 2017; Nisula & Kianto, 2013).

Innovation capability was positively associated with project success, reinforcing the view that firms with stronger innovation capacity are more likely to sustain competitiveness and growth (Akman & Yilmaz, 2008; Al-Kalouti et al., 2020). The mediation analysis further revealed that innovation capability partially mediates the ambidexterity–success relationship, confirming that innovation serves as a critical pathway through which ambidexterity enhances organizational outcomes (Alamayreh et al., 2021).

In contrast, absorptive capacity did not moderate the link between ambidexterity and innovation capability. The results suggests that, in the Pakistani IT sector, absorptive capacity contributes independently to innovation rather than strengthening the ambidexterity–innovation relationship. This requires careful interpretation. First, absorptive capacity may act as an additive contributor to innovation (direct main effect) rather than as a multiplicative amplifier of ambidexterity; this is consistent with models where absorptive capacity independently raises the baseline capacity to innovate. Second, measurement issues may mask moderation: if absorptive capacity’s sub-dimensions (potential vs. realized) differentially interact with ambidexterity, an aggregate absorptive capacity score may fail to detect these effects. Third, sample-specific factors and limited statistical power for interaction tests may also explain the null interaction. Fourth, it may be the case that organizations may not yet have developed systematic mechanisms for acquiring and applying external knowledge, making absorptive capacity less visible as a moderating force. Prior studies have also reported mixed findings, with some identifying significant moderation effects (e.g., Muller et al., 2021), while others found none (Fan et al., 2023).

Finally, organizational resilience was excluded from the model due to low reliability of its three-item scale. Although prior research highlights resilience as a mediator between ambidexterity and performance (Trieu et al., 2023), this study could not validate its role. Future research should employ more comprehensive resilience measures to better capture its contribution to project success.

Overall, these findings underscore the importance of ambidexterity in fostering both innovation and project outcomes, while pointing to the partial mediating role of innovation capability and the limited role of absorptive capacity as a moderator in this context.

6. CONCLUSION

This study examined the effects of organizational ambidexterity on innovation capability and overall organizational project success, with absorptive capacity tested as a moderator. The findings confirm that ambidexterity plays a critical role in fostering both innovation ($b = .96, p < .001$) and project success ($b = .54, p < .001$).

Organizations that balance exploration and exploitation are more likely to generate novel ideas while maintaining operational efficiency, leading to sustainable growth and competitive advantage.

Results further demonstrate that innovation capability mediates the relationship between ambidexterity and project success ($b = .19$, 95% CI [.11, .28]). This highlights innovation as a key mechanism through which ambidextrous strategies enhance organizational outcomes. However, absorptive capacity did not moderate the ambidexterity–innovation link, suggesting that Pakistani IT firms may not yet have fully developed processes for leveraging external knowledge. Organizational resilience was excluded from the model due to low reliability, though prior research suggests its potential mediating role warrants further study.

6.1. Theoretical and Practical Implications

This study contributes to ambidexterity and dynamic capability theory by demonstrating how balancing exploration and exploitation directly enhances innovation and project success. By identifying innovation capability as a partial mediator, the findings extend prior work (O'Reilly & Tushman, 2013; Raisch et al., 2009) and provide an integrated view of how ambidexterity shapes performance in project-based organizations.

For IT firms, the results emphasize the importance of cultivating ambidextrous cultures that encourage both exploration and exploitation. Developing innovation-oriented strategies, investing in talent, and promoting knowledge sharing can strengthen innovation capability and project outcomes. Given the sector's rapid digital transformation, ambidextrous practices can also help firms balance operational efficiency with experimentation, enabling sustained competitiveness.

6.2. Limitations and Future Directions

This study is limited by its focus on the IT sector in Pakistan and the exclusion of resilience due to measurement issues. The reliance on convenience and snowball sampling techniques means that the results may not be broadly generalizable to the entire industry. The cross-sectional design also restricts causal inferences. Future research should adopt longitudinal designs, explore diverse industries and cultural contexts, and use more comprehensive measures of resilience. Additionally, as emerging technologies such as AI, blockchain, and IoT reshape organizational processes, further work is needed to examine how ambidexterity facilitates their adoption and integration.

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