Relationship Between Ambidexterity, Environmental Dynamism and Organizational Agility: Insights from India's IT Sector

Vinay Kumar[1*], Dr. Tilak Raj[2]
[1]Research scholar, University Business School, Panjab University, Chandigarh, India.*
[2]Associate Professor, University Business School, Panjab University, Chandigarh, India.
mail id :- vinayguglani@gmail.com

Abstract

Purpose- The study analyzed the relationship between ambidexterity, environmental dynamism, and organizational agility, in which environmental dynamism carry the mediating character. The study is related to the IT sector, where being ambidextrous and agile to the outside world is vital.

Introduction- Organizational agility is essential for prosperity and accomplishment due to external pressure from the business environment. In the current business environment, organizational ambidexterity is indispensable to govern volatility, nurture innovation, maintain competitiveness, and achieve lasting success for the IT sector. In the rat race of global competition, the Covid-19 outbreak, remote work demands, changing laws and regulations, and dynamic environmental conditions necessitate agility in the Indian IT sector.

Methodology- Precise literature review and quantitative analysis have been applied to 226 employees (middle-level managers) in the selected IT companies from Chandigarh city. To derive the direct and mediation impact between ambidexterity, environmental dynamism, and organizational agility, SEM has been applied on the collected data.

Findings- The results demonstrate that dynamics related to the environment have a positive and significant relationship with both exploration and exploitation. Secondly, exploration and exploitation have a positive relationship with organizational agility. There has been no mediating effect of environmental dynamism on the relationship between exploration and organizational agility as well as exploitation and organizational agility. The study elucidates that ambidexterity and organizational agility hold a positive correlation, which is ultimately favorable for the IT sector, as articulated in the literature.

Keywords- Ambidexterity, Organizational Agility, Exploration, Exploitation, Business Environment

1. Introduction

Today, India's information technology sector is a world-wide powerhouse with unfathomable influence on the country's economy. Its meteoric rise and worldwide influence have made it an icon of technological blaze, agility and innovation. As per NASSCOM study 2024, the IT sector contributed 7.5 percent of India's GDP in the financial year 2022-23, a figure that has climbed tenfold in the last decade.

India is the most favored offshore location for IT companies worldwide because of its strategic position. Problems plaguing the Indian IT sector include high client expectations, rapid and unheralded developments in external environment, and aggravated rivalry. In the past two decades, the Indian IT sector has witnessed a momentous evolution in R&D and research centers have been established by various multinational companies like Microsoft,

IBM, Oracle, Adobe. These companies are posing a threat to the Indian companies. It has become a preoccupation for the Indian IT companies to become ambidextrous and agile. Organizational agility is the key to meeting customer specifications, delivering updates, achieving technical excellence, staying competitive in the market especially when it comes to IT sector. Employees with high levels of learning agility are essential in the rapidly evolving IT sector in India, where new technology is adopted on a regular basis (Tripathi et al., 2020).

A firm can more easily deal with internal and external environmental changes when it has ambidextrous manpower that is acclimated with organizational agility. IT ambidexterity signifies an organization's ability to magnify its present technologies (exploitation) while actively looking for novel technical solutions (exploration) (Lee et al., 2015). Agile IT firms are better able to adjust to these external changes, provide value to their clients, and maintain their competitiveness in a market that is always changing. To succeed over the long run, there must be an equilibrium among exploration of new ideas and exploitation of current resources, corresponding to organizational ambidexterity. When a company is logistically ambidextrous, it can successfully maneuver both old market and new emerging one, capitalizing on the old for its strenghts in areas like control, efficiency, and incremental improvement while also flourishing in the new (O Reilly and Tushman, 2013). It enables a firm to adapt with dynamic environment which increases the chances of long-term success (Cao et al., 2009).

Firms operate in an environment that creates both opportunities and risks as part of their functional requirements. Changes in customer demands, corporate situations, and technological advancements are all considered some aspects of environmental dynamism. Another definition of environmental dynamism is changes in the competitive environment that influence the nature of rivals and how they react to customer demands and the state of the business (Wang et al., 2004). To beat the curve, business explores new methodologies to perform tasks in order to create innovating goods and services to fulfil the growing needs of the market. At the same time, they require coherence in order to make the most of their present capabilities and capitalize on their current offerings (Danneels, 2002). It takes a calculated strategy, a culture that supports innovation, and the capacity to successfully strike an equilibrium between exploration and exploitation.

Since time has undergone a sea change and in today's rat race of competition, the constantly changing scenario and business environment, organizational agility cannot be denied. The main components of organizational agility include speedy decision making, adaptability, risk management, resilience, and endless learning. Organizational agility and firm's performance are strongly related as it is necessary for dynamic capability that affects the competitive actions of businesses (Sambamurthy & Grover, 2003). Organizational agility consists basically three components- sensing agility, making decisions agility and behaving agility (Pavlou and El Sawy, 2010).

IT sector follows the following tactics and procedures to espouse agility in its operations.

Perpetual learning- Regular training and skill enhancement programs to enhance the skills of manpower.

Flexible work environments- Recently some challenges faced by the IT sector like Covid-19 outbreak, stiff competition has increased the bargaining power of manpower. But it also allows them to innovate and prosper.

Participative decision-making- Tool of empowering the manpower in an organization

Innovation labs- Indian IT companies have started innovation labs in their workplace to fight with the foreign players.

Agile methodologies- Less bureaucracy and free working style can welcome innovative ideas in an organization especially in the IT sector.

2. Background of the Study and Hypotheses

Although the three constructs of ambidexterity, environmental dynamism and organizational agility are often presented separately, but they are interconnected.

Organizational agility is crucial in the IT sector because to the constant upgrades, elevated client expectations, and stiff competition in the business environment. When a firm is agile, it can rapidly and expeditiously accommodate to new circumstances (Ashrafi et al., 2006). Serrador & Pinto (2015) advocates that agile approaches prioritize adaptability over intolerant planning.When it comes to solving the problems caused by the uncertain market and economy, the IT sector is known for its learning agility and its efficiency to accommodate quickly to changing business conditions. Being ambidextrous is a prerequisite for agility since it allows one to swiftly and easily explore new ideas while simultaneously making the most of existing resources. In the area of organizational kinetics, ambidexterity at the workplace is a new concept (Alghamdi, 2018; Peng et al., 2019; Schnellbächer & Heidenreich, 2020). Lee et al. (2015) quoted that a firm can be considered IT ambidextrous if it can simultaneously enhance its current technologies (IT exploitation) and seek out new technological solutions (IT exploration). The idea of ambidexterity has attracted numerous researchers in the recent times (Wilden et al., 2018). After going through the literature of ambidexterity, mostly authors focused on the management of perplexing antagonism amidst exploration and exploitation. Ambidexterity has been proposed as a high altitude impulsive competence (Andriopoulos and Lewis, 2009; O'Reilly and Tushman, 2008; Papachroni et al., 2015). Middle level managers are witnessed as the key players in carrying out day-to-day operations, especially when it comes to helping the company achieve its goals of organizational agility, continuous improvement (Alhaqbani et al., 2016; Lleo et al., 2017; Rafique et al., 2018), and performance in both the short and long term (Torres et al., 2015). Firm's existing cognition becomes superfluous due to sharp and unforeseeable change in the external circumstances (Hitt et al., 2000). Thus firms need to be agile and expeditious to offer innovative products in the market.

2.1. Ambidexterity and Environmental Dynamism

Ambidexterity is a critical component of organizational success to gratify the demands of rapidly evolving markets in the future (Batra et al., 2022). The cognition of a firm to concurrently prosecute explorative and exploitative creativity strategies denotes organizational ambidexterity (Gibson & Birkinshaw, 2004). Environmental dynamism is indicated by shifting consumer prefrences, product demand, technological developments, and the fickleness of environmental changes (Jansen et al., 2006).

Organizational ambidexterity has a powerful and positive affiliation with environmental dynamism and it is one of the facet (Boumgarden et al., 2012; Davis et al., 2009) of ambidexterity. Ambidexterity becomes even more indispensable (Halevi et al., 2015; Lin & Ho, 2016) while working in the energetic and dynamic environemnt, in the same way as sophisticated and cognition based firms, instead of manufacturing industries (Junni et al., 2013). Energizing business contexts can put pressure on companies to at the same time pursue exploration and exploitation of new ideas (Chang et al., 2011). Soco-Acosta (2018) reveal that Ambidexterity in innovation is positively correlated with environmental dynamism. According to a comparative study report submitted by Spanish corporation, there has been a positive association between environmental dynamism and ambidexterity, which ultimately increases a firm's performance.

H1: Exploration and environmental dynamism are positively and significantly related

H2: Exploitation and environmental dynamism are positively and significantly related

2.2. Environmental Dynamism and Organizational Agility

The competitive behaviors of organizations are influenced by organizational agility, which is a crucial dynamic capability and a momentous antecedent of their performance. Due to changes in the business environment, business organizations are embracing agile manufacturing, a new production prototype (Dahmardeh et al., 2010). Vazquez-Bustelo et al. (2007) reveal that Organizational agility is directly and favorably impacted by turbulence in the business environment. When the business environment is not dynamic and unpredictable, the development of OA is more expensive and detrimental to the economy than helpful. Considering that OA is highly dependent on environmental factors (Teece et al., 2016).

H3: Environmental dynamism and organizational agility are positively and significantly related

2.3. Ambidexterity and Organizational Agility

A relatively small amount of studies related to ambidexterity and organizational agility is available in the literature. Exploration and exploitation, distinct even unified facets of ambidexterity in IT, influenced organizational agility in a positive way (Zhen et al., 2021). By pushing exploration in IT sector, companies can borrow an innovative strategy for assessing and foreseeing environmental changes caused by IT progression, therefore placing themselves to quickly choose IT resources and applications that pertain to future organizational growth (Lee et al, 2015). Exploitation empowers companies to react more swiftly and efficiently to the rapid market changes by intensifying product or service offerings, hence enlighten customer satisfaction (Gregory et al., 2015). Operational efficiency can be enhanced by the judicially use of IT exploration and exploitation capabilities, which can enhance organizational agility (Nam et al., 2020). Barki et al. (2015) recommended that ambidexterity in IT utilities enable the functional agility (Weick, 1976) since it facilitates increased association among partners and permits them to be more adaptive to each other. Literature on ambidexterity and organizational agility suggests that the two dimensions of ambidexterity (exploration and exploitation) positively impact organizational agility, eventually enhance firm's performance.

H4: Exploration and organizational agility are positively and significantly related

H5: Exploitation and organizational agility are positively and significantly related

2.4. Ambidexterity, Environmental Dynamism and Organizational Agility

Lee et al. (2015) conclude that in the IT sector, organizational agility can be improved by a firm's exploration and exploitation efforts and because of mediating impact of operational ambidexterity. Besides these ties are impacted by the dynamic of a firm's surroundings.

H6: Environmental dynamism mediates the association between exploration and organizational agility

H7: Environmental dynamism mediates the association between exploitation and organizational agility

In the discourse of information technology (IT), The cognition of an establishment to respond promptly and strongly to shifts in its technology, economic situations, and operational needs. Ambidexterity impacts organizational agility and it also have influence upon organizational effectiveness (Herlina et al., 2021). As suggested by factual investigation, organizational agility is positively impacted by ambidexterity. Ambidexterity influences the organizational agility while impacting organizational effectiveness (Herlina et al., 2021). Firm's performance depends on its explorative activities and agile practices especially in today's turbulent environment (Purvee et al., 2014).

Figure 1: summarizes the theoretical model and the associated relationships between ambidexterity (Explor and Exploit), environmental dynamism (Env), and organizational agility (Agi).
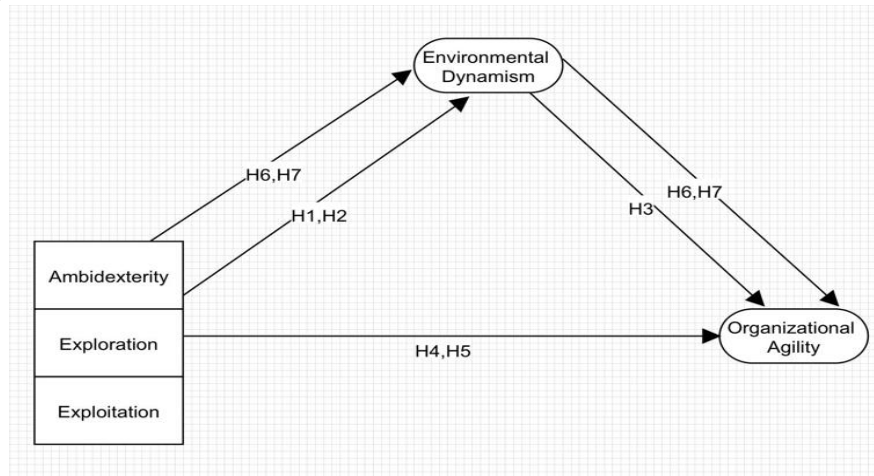

Figure 1: Research Model

3. Research Methodology and Data Collection

This section encompasses the sampling frame, sample size, demographic and social profile of the respondents, and the measurement scale used in the present study.

3.1. Scope of the Study

The concentration of the study has been to discuss the relation between ambidexterity, environmental dynamism and organizational agility in the selected companies of Indian IT sector. Data have been collected from middle level managers at IT park, Chandigarh. The sense for choosing IT park Chandigarh is its standing as a axis for innumerable small and medium-sized companies. Infosys and Tech Mahindra, the prime IT companies in Chandigarh, have instituted the city as the second largest tech powerhouse in north India, ensuing the NCR.

3.2. Sampling Design

Respondents include the companies working in Infosys, Tech Mahindra, Quark media house pvt ltd., SEO and Web service, Netsolutions, Netsmartz, SDP Labs, IDS Infotech Ltd., Smart data enterprise pvt ltd., Safaltech. These are the top 10 IT companies on basis of performance and employability situated at IT park as per Chandigarh administration. Out of these companies about 300 middle managers (30 from each company) were selected randomly. Among these 226 finally gave their response. Multistage random sampling approach has been used for the present study.
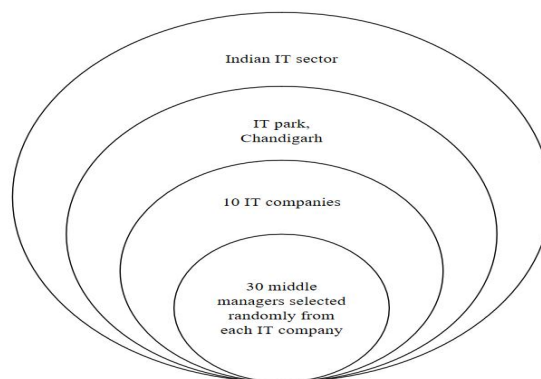
Figure 2: Sampling Framework

3.3. Measurement Scale

Data collection adopted a questionnaire divided into two sections: factor questions to examine the hypotheses and demographic profile. The questions concerned to theoretical structure were configured as follows:

Ambidexterity scale- This study used Jansen et al.'s (2006) measures for the ambidexterity variable, which includes two dimensions: exploration- Explor (4 items) and exploitation- Exploit (4 items).

Environmental dynamism scale- The study used partly environmental dynamism (Env) scale from Dess and Beard (1984), and Garg et al. (2003), and partly from Jaworski and Kohli (1993), comprising four items.

Organizational agility scale- The study adapted Lee et al.'s (2015) metrics for organizational agility (Agi), which include eight measurement items.

Respondents have been asked to explicit the quantum of accord for each question of the measurement model on a 5-point likert scale (ranging from "Strongly disagree to Strongly agree").

The respondents taken into consideration in this study are middle level managers engaged in any function like purchasing, finance, marketing, HR, strategy, operations, R&D, sales in the IT companies. Because middle level managers hold a pivotal character in stratified organizations and are accountable for executing senior management goals through assuring their junior staff members fulfil their daily duties (Harding, Lee, & Ford, 2014).

3.4. Table 1: Demographics and Socioeconomic Analysis of Respondents

Descriptors	Sub-descriptors	Frequency(n=226)	Percentage
Age	20-29 years	139	61.5
	30-39 years	78	34.5
	40-49 years	8	3.5
	50-59 years	1	0.5
Gender	Male	108	47.8
	Female	118	52.2
Previous education	Bachelors	107	47.3
	Masters	119	52.7
Monthly income	Below ₹50000	119	52.7
	₹50000-100000	72	31.9
	Above ₹100000	35	15.5

Source: Author's calculation based on primary data

The data shows that the respondents consist of 47.8% of males and 52.2% of females. The major of the respondents are between the age group of 20-29 years constituting 61.5% of the total respondents. Therefore the sample corresponds a young population which is an indicator of the governing workforce age demographics in the IT sector of India. 47.3% among them are bachelors while 52.7% are having masters degree. Maximum number of respondents (52.7%) have a monthly income below ₹50000.

4. Data Analysis and Results

The PLS-SEM analysis spans two parts: reflective and formative observations. The reflective measurement analyzes criteria such as loading factors, convergent validity, and discriminant validity. A threshold value of 0.708 for the loading factors of each factor is considered as

appropriate (Hair et al., 2019). It signifies that the construct can chronicle for the majority of the indicator's variance and exhibits acceptable reliability.

Table 2: Loading Factors

S. No.	Variable	Loading Factor
Factor1- Exploration		
1.	Explor1- Conception of new products and services	0.738
2.	Explor2- Experimentation with new products and services in the local market	0.798
3.	Explor3- Commercialize products and services that are entirely new to the organization	0.674*
4.	Explor4- Frequently utilize new opportunities in new markets	0.816
Factor2- Exploitation		
5.	Exploit1- Frequently refining the provision of existing products and services	0.804
6.	Exploit2- Regularly implementing small adaptations to existing products and services	0.823
7.	Exploit3- Improvement in the provisional efficiency of products and services	0.855
8.	Exploit4- Addition in economies of scale in existing markets	0.703
Factor3- Environmental dynamism		
9.	Env1- Frequent change in the product attributes desired by the customers	0.775
10.	Env2- Frequent change in the product attributes supplied by the competitors	0.841
11.	Env3- Frequent change in the technology in the industry	0.861
12.	Env4- Frequent change in the government policy	0.661*
Factor4- Agility		
13.	Agi1- Anticipation of new business opportunities	0.770
14.	Agi2- seeking unique approaches to future market needs	0.795
15.	Agi3- Seek high risk projects with chances of high return	0.577*
16.	Agi4- Supporting business experimentation despite unsure returns	0.594*
17.	Agi5- Instantly react to emerging opportunities in customer needs	0.792
18.	Agi6- Instantly react to emerging opportunities in the market	0.825
19.	Agi7- Adaption of existing business models	0.834
20.	Agi8- Quickly adoption of best practices used by others	0.729

Source: Smart PLS Output

Several of the loading factors have failed to pass the threshold, as given in table:2. Therefore, those who did not touch the threshold have been lately removed. Furthermore, the model needs to assess the dependability of internal consistency using composite reliability. Convergent reliability of each concept should also be computed by using average variance extracted.

Discriminant validity, which signals that the suggested constructs in the given theoretical model are distinct, is the final vital criterion to evaluate the model. The average variance extracted (AVE) and the squared inter-construct correlation have been compared in previous

studies to assess discriminant validity (Ringle et al., 2015). The fornell-larcker criterion has been used in the present study. It states that for each latent variable, the square root of AVE should be greater than the other correlation values.

4.1. Reliability and Validity Test

Reliability and validity analysis is done to check the quality of research. Scale tools are proven to be consistent through reliability. Both internal consistency and individual item dependability are markers of measurement (Hair et al., 1998). Latent variable composition reliability (CR) and Cronbach's alpha are applied to verify the internal consistency. It should be more than 0.7 according to the experts' recommendations. Convergent and discriminant validity as the measurement indicators contribute to the validity, which is characterized as the accuracy of the scale instrument. Convergent validity includes measuring the association among items having same dimension and detecting average variance extraction (AVE). The value that is recommended should be higher than 0.5 (Bagozzi et al. 1988).

Table 3: Reliability and Convergent Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Explor	0.753	0.77	0.843	0.575
Exploit	0.808	0.82	0.875	0.637
Env	0.793	0.809	0.867	0.622
Agi	0.882	0.894	0.906	0.552

Source:- Computed from field survey, 2025

The minimum threshold limit of cronbach alpha and composite reliability is 0.7 (Hair et al., 2019). Cronbach alpha and the composite reliability are both found to be more than 0.7 as given in table 1. Thus, reliability is demonstrated. Scales that demonstrate convergent validity must have an AVE greater than 0.50. Considering that AVE for every construct is more than 0.50. Convergent validity is demonstrated as given in the above table.

Table 4: Discriminant Validity

	Explor	Exploit	Env	Agi
Explor	**0.758**			
Exploit	0.719	**0.798**		
Env	0.617	0.633	**0.788**	
Agi	0.677	0.723	0.653	**0.743**

Source:- Computed from field survey, 2025

Discriminant validity demonstrates the degree to which a test is unrelated to other tests that measure various concepts. The results depict that discriminant validity among the constructs is supported by the acceptance of discriminant validity for this assessment paradigm.

4.2. Model of PLS-SEM Path Analysis Diagram

The PLS path model approximation has been initiated through the software SmartPLS 4 to evaluate the model in which two factors of exploration and exploitation are described as independent variables, environmental dynamism as mediator, while organizational agility as dependent variable. After excluding some indicators, the following model has been crafted.
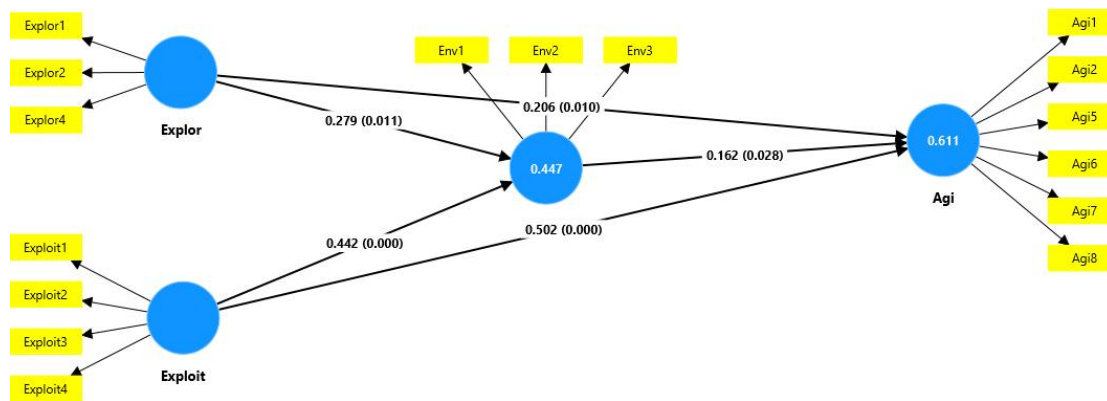
Figure 3: Result of PLS-SEM Algorithm Analysis

The measurement model demonstrates an R square value of 0.447 for (Env) environmental dynamism as an endogenous latent variable. This signifies that the two latent variables (Explor) exploration and (Exploit) exploitation moderately explain 44.7% of variance in environmental dynamism. Similarly, environmental dynamism on agility explain as 61.1% of the variance.

4.3. Hypotheses Testing

The above model (Fig. 2) presents the relationship between ambidexterity(Exploration and exploitation), environmental dynamism, and organizational agility. The below table elucidates the outcomes of bootstrapping analysis. The outcome has been utilized as a basis of hypothesis testing. When the path coefficient, or beta, shows t-statistics greater than 1.96 or a p-value less than 0.05, the hypothesis is accepted. Seven hypotheses have been proposed for the study. All hypotheses indicate path coefficients with t-statistics over 1.96 or p-values less than 0.05.

Table 5: Hypotheses Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Hypothesis
Exploration -> Environmental dynamism	0.334	0.333	0.105	3.187	0.001	H1 Valid
Exploitation -> Environmental dynamism	0.392	0.397	0.109	3.588	0.000	H2 Valid
Environmental dynamism -> Organizational agility	0.263	0.259	0.067	3.948	0.000	H3 Valid
Exploration -> Organizational agility	0.320	0.323	0.079	4.056	0.000	H4 Valid
Exploitation -> Organizational	0.497	0.497	0.074	6.703	0.000	H5 Valid

agility						

Source:- Computed from field survey, 2025

To check the direct effects, the standardized path coefficients and t-statistics have been initiated through bootstrapping. The outcome contraindicate that exploration (Explor) and exploitation (Exploit) are significantly and positively related to environmental dynamics (Env) (Beta=0.334, p=0.001) (Beta=0.392, p=0.000), Hence H1 and H2 are both supported. Environmental dynamics (Env) has a significant positive effect on agility (Agi) (Beta=0.263, p=0.000). Lastly in the direct effects statistics, exploration (Explor) and exploitation (Exploit) also depict positive and significant relation with organizational agility (Agi) (Beta=0.320, p=0.000) (Beta=0.497, p=0.000). The results corroborate the earlier studies revealing that exploration and exploitation- two facets of ambidexterity in IT- positively affect agility (Zhen et al., 2021).

Table 6: Mediation - Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Hypothesis
Exploration>Env>Agility	0.045	0.044	0.029	1.546	0.122	H6 Rejected
Exploitation>Env>Agility	0.072	0.070	0.039	1.857	0.063	H7 Rejected

Source:- Computed from field survey, 2025

Environmental dynamics (Env) does not significantly mediated the relationship between exploration (Explor) and agility (Agi) (standardized indirect effect=0.045, p=0.122), and it also doesn't significantly mediated the relationship between exploitation (Exploit) and agility (Agi) (standardized indirect effect=0.072, p=0.063).

5. Conclusion and Suggestions

The current study is to demonstrate the relationship between ambidexterity and organizational agility while taking environmental dynamism as the mediating construct. Middle level managers have been taken for the study. When it comes to the uninterrupted running of the business and achieving organizational agility, continuous improvement, and performance goals (both short term and long term), middle level managers are considered as decisive parties. Analysis shows that exploration and environmental dynamism have a positive and significant relationship, additionally exploitation and environmental dynamism also significantly link. The association between organizational agility and environmental dynamism is also investigated. Agility is strongly positively impacted by environmental dynamics. Lastly, ambidexterity and organizational agility also show the positive and significant relationship.

Environmental dynamism did not act as a mediating factor between the effect of exploration on organizational agility, additionally it also didn't significantly mediated the relationship between exploitation and agility. It depicts how ambidexterity and organizational agility are so strongly related that companies foster agility even in the absence of indirect effect from environmental dynamism. The study validates the captious role middle managers play in attaining organizational agility, which is necessary for the IT sector to remain competitive in the market by means of innovation and resource utilization but it ignores the effect of environmental dynamics on the relationship between ambidexterity and agility.

Organizations, especially IT, where acquiring new skills is crucial for survival, can get significant insights from this study. If HR professionals want their staff to focus more on skill development (exploration) and making good use of company resources (exploitation), they should look into agile methods as one important component. Since a firm's prosperity is proportionate to the quality of its workforce, an agile workforce is associated with better business results. Hence, firms that want to be agile and adapt to their surroundings should provide their workers with the training and development they need to engage in the exploration and exploitation processes that the firm undertakes. As part of the hiring process, ambidexterity and agility tests can be administered. This allows human resources managers at IT firms to identify candidates with high levels of learning agility and place them in the most suitable positions. This study might be the first attempt to depict the association between ambidexterity and organizational agility in northern India related to the IT sector.

5.1. Limitations of the Study

There is a need of progress in the current study as it may be tough to draw broad conclusions from this because it surveyed only 226 IT workers. The results may not be pertinent to the general population, but they may be generalizable to upcoming research work with a larger sample size. Managers working at the high level are not the part of study since they were not available. Thus, in order to conduct the future study and make it more reliable, it is necessary to gather responses from senior as well as lower level managers. This will allow for the investigation of ambidexterity, environmental dynamism and organizational agility to yield fruitful and intriguing findings. Other factors like leadership, motivation, work culture, and others can be also studied with these constructs to make the study more fruitful.

5.2. Implications of the Study

Previous studies related to ambidexterity and organizational agility were conducted outside India. This work will fill the hole by centering on the association between ambidexterity and organizational agility in the current freakish environment especially IT sector. The study's determinations are particularly applicable to the information technology sector because it is more prone to uncertain and chronic changes. It is essential for the IT sector to become more agile. The study demonstrates that -ambidexterity which includes exploration of new techniques and exploitation which relates to resources-is vital for organizational success and competitiveness.

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