

**Ambidextrous Organizations in and from Emerging Markets –
Editorial on Special Issue**

**Vijay Pereira,
NEOMA Business School, France**

**Yama Temouri,
Humanities and Social Sciences,
Khalifa University, Abu Dhabi, 127788, United Arab Emirates
and
Aston Business School, Economics, Finance and Entrepreneurship Group,
Aston University, Birmingham, B4 7ET, UK
Email: yama.temouri@ku.ac.ae**

**Ahmad Arslan,
Department of Marketing, Management & International Business,
Oulu Business School, University of Oulu,
90014, Oulu, Finland
Email: ahmad.arslan@oulu.fi**

**William Y. Degbey,
School of Management, University of Vaasa,
Wolffintie 34, 65200 Vaasa, Finland
and
Turku School of Economics,
University of Turku, Finland
Email: william.degbe@uwasa.fi**

**Shlomo Tarba,
Birmingham Business School,
The University of Birmingham,
University House, Edgbaston Park Road,
Birmingham B15 2TY, UK
Email: s.tarba@bham.ac.uk**

INTRODUCTION AND EXTENT LITERATURE:

Emerging markets (EMs) are increasingly playing an important role in a globalized economy. The increased importance of emerging market multinationals (EMNCs) is evident in recent academic discourse. For e.g., Deng et al. (2020) developed three internationalization strategies for EMNCs i.e., two strategies on sequential international ambidexterity, one which starts with exploitation moving on to exploration, and other which starts with exploration and moves to exploitation and third is structural international ambidexterity which simultaneously looks at exploration and exploitation. It is essential for every EMNC to understand and evolve in their capabilities to have a competitive advantage in the market (Al-Kwafi, Farha & Zaraket, 2020). A study on Indian MNC by Singh (2021) showed that a combination of strategies such as acquisition and alliances, targeting specific geographies for market expansion, local innovative products and focus on niche markets were used for internationalization.

The extant literature on organizational ambidexterity portrays a variety of sectors (traditional, high-tech) and methodological settings, and the empirical findings to date are mixed (e.g., Junni et al., 2013; Junni et al., 2015) and we attempt to fill this specific gap. More specifically, we aim to solicit studies exploring the aspects of internationalization by ambidextrous organizations in and from emerging markets. Ambidextrous organizations simultaneously adopt both exploration and exploitation strategies. “Exploration implies firm behaviors characterized by search, discovery, experimentation, risk taking and innovation, while exploitation implies firm behaviors characterized by refinement, implementation, efficiency, production and selection” (He & Wong, 2004, pg. 481).

Empirical research shows that some EMNCs are ambidextrous organizations, able to simultaneously pursue two disparate, and, at times, seemingly contradictory strategies (Luo and Rui, 2009). A case study by Bandeira-de-Mello et al., (2016) of a Brazilian MNC outlines how the MNC used alliances and acquisitions as their main mode of operations thereby gaining control of key processes such as manufacturing, supply chain and R&D of the acquired firms. This helped them in internationalizing their company. This company also used ambidextrous organization structure. One that handled Brazilian operations whereas the other handled international operations. Moreover, the company also exploited opportunities of financial resources for international operations in the foreign countries itself simultaneously managing local resources for local operation. Furthermore, Ochie et al., (2022) through their study on an MNC in Nigeria, identify four strategies that help organizations to explore business opportunities while enriching existing capabilities. They are designing new business models, investing in technology for innovation, establishing strategic alliances, and internationalization.

In the context of sales growth, Vila, Bharadwaj & Bahadir (2015) propose ambidextrous strategy for marketing in emerging markets and exploitation strategies that help in expanding the reach of existing products and in creating innovative portfolio for new products.

Organizational ambidexterity is an emerging field of research, which has significant implications on the evolving leadership and HRM literature (Stokes et al., 2017; 2018). A review of the extant literature reveals that organizational ambidexterity has been studied primarily in the context of firms operating within the developed market (DM) context (O'Reilly and Tushman, 2013). From key research on HRM in the past, Caputo et al., (2019) derived four pillars of ambidextrous workforce. They are education/training, work experience, work flexibility and soft capabilities. Further, with data from Italian SME's, Caputo et al., (2019) conclude that multidisciplinary background, previous work experience and soft capabilities of human resources can have a positive impact on the economic performance of a company. Firms can also improve their performance through innovation by adopting ambidextrous supply chain (Asree, 2016).

In this vein, utilizing ten in-depth case studies of European firms' corporate innovation initiatives, Zimmermann, Raisch, and Cardinal (2018) explored how frontline managers shape their organizational contexts to reconcile exploration/exploitation tensions. They found that frontline managers play a more central, proactive, and strategic role with respect to organizational ambidexterity through configurational practices than assumed by senior executives' initial design choices. Another example illustrating the importance of the role of managers is the case study of Fujifilm and Kodak (Shibata, Baba & Suzuki, 2022). Fujifilm adopted the organizational initiative exploration processes that helped them narrow down from wider area of exploration and accumulate specific domain knowledge (by managers) which resulted in high degree of exploration persistency which is defined as "the degree to which an organization continues exploration in a consistent direction along a particular path and the amount of resources the organization applies to or invests in the exploration activity until the organization realizes that it is headed in the wrong direction" (Shibata, Baba & Suzuki, 2022, pg. 22). On the other hand, Kodak adopted CEO initiative exploration process, which led to change in knowledge accumulation process depending on the CEO's decision of business exploration, which in turn resulted in lower exploration persistency (Shibata, Baba & Suzuki, 2022).

Another study by Jansen et al. (2016) examined - via a socio-psychological perspective - the contingency role of supportive leadership behaviors on the emergence of team ambidexterity, and concluded that supportive behaviors of senior executives may not be always

beneficial but rather a double-edged sword for team-level psychological attributes. A team leader's dialectical thinking can help in improving employee performance through team ambidexterity (Han, Bai & Peng, 2022). Moreover, Zhang, Zhang & Law (2021) found that paradoxical leadership also positively influences individual and team ambidexterity. Effective performance of top management teams was also learnt to be influenced by versatility between higher degrees of exploration and exploitation (Lawrence et al., 2021).

Examples of organizational ambidexterity studies can also be found in the International Business (IB) realm with more inclination toward culturally diverse and internationalization-focused contexts. For example, employing case studies to examine ambidexterity as a dynamic capability in the globalization of Swedish firms, Vahlne and Jonsson (2017) indicated that the dynamic capability of ambidexterity adds to the explanatory power of the Uppsala globalization process model. A study by Chebbi et al., (2017) on Indian firms showed that nurturant, personal touch, expertise, simple living and high thinking, loyalty, self-sacrifice, and the giving model of motivation as seven variables related to culture that define ambidextrous leadership.

Given the current state of the literature on organizational ambidexterity, there is a gap in the understanding of what constitutes organizational ambidexterity in EMNCs. Exceptions are studies undertaken by Luo and Hui (2009), Winterhalter et al. (2016), Rao-Nicholson et al. (2016), Malik et al. (2017), Stokes et al. (2017), Chen et al. (2018) and Yu et al. (2018). However, these studies are exploratory in nature and it would be helpful to complement the existing findings with in-depth and specific studies on dynamics, development and management of organizational ambidexterity in the EM context. It is further important to mention that EMs are not a homogenous group of countries, and there are significant variations across EMs (Karolyi, 2015). Moreover, the role of leadership and HRM in the context of culture and internationalization has been argued to be important determinants of organizational ambidexterity (Malik et al., 2017, Pereira and Malik, 2018; Budhwar et al., 2020). However, these determinants have been rarely investigated within an EM context. Some studies, which have addressed the role of ambidexterity in the EM context, are mostly focusing on internationalization or merger and acquisition topics (e.g. Rao-Nicholson et al., 2016; Chebbi et al., 2017). In addition, so far, extant research on ambidextrous organizations has focused primarily on more well-known EMs, in particular, China and India. Keeping in view this gap in the extant literature, there is a need to enhance our understanding of the dynamics of ambidextrous organizations in EMs by empirically focusing on the under-researched 'culture and internationalization' context of other EM countries in Africa, Latin America, transitional

periphery of EU and less researched Asian countries (e.g. Hsu, Lien and Chen, 2013; Martin, Javalgi and Cavusgil, 2017; Pereira, et al, 2018).

Based on the above extent literature and call for papers, we received a lot of interest and eventually, after a long and stringent process, 11 papers were finally selected and are published. Each of these are detailed and mapped as follows.

SUMMARY OF PAPERS PUBLISHED IN THIS SPECIAL ISSUE

The first study by Latukha et al., (2022) titled “*Talent management, organizational ambidexterity, and firm performance: Evidence from Russian firms*” was conducted in Russia across 88 firms which focusses on how talent management practices impact organizational ambidexterity (OA) and firm performance specifically in the context of exploration and exploitation. These talent management practices include talent attraction, talent development and talent retention. The findings suggest a significant and positive relationship between talent attract and exploration, talent development with exploitation, talent retention on both exploitation and exploration. Moreover, the findings also show that exploration mediates talent management performance. This study adds to literature on talent management and ambidexterity and their effect on firm performance.

The second study is based on talent management, which is a critical function for survival of corporates. A literature review has been conducted by Park et al., (2022) titled “*Challenges for macro talent management in the mature emerging market of South Korea: A review and research agenda*” on talent management in South Korea answering key challenges that the country faces in attracting global talent and the impact of government policies in macro talent management system. A framework has been developed for the same, which provides implications for policymakers who look to attract and retain talent.

The third study conducted by Dahms, Cabrilo & Kingkaew (2022) titled “*Configuring subsidiary performance in ambidextrous networks: The role of top management team diversity and autonomy*” applies asset bundling framework to understand how foreign-owned subsidiaries use strong exploitative (intra-organizational) and explorative (inter-organizational) networks of ambidextrous network management in emerging markets that help in achieving higher performance. The study is conducted in subsidiaries located at Singapore and Thailand and offers insights on the combination of exploitation and exploration strategies for long-term survival and success. However, the nature of subsidies may decide the relative balance needed between both these strategies.

The fourth study “*Contextualizing international ambidextrous strategies of Chinese MNEs*” by Avioutskii & Tensaout (2022) speaks about the impact of ambidextrous strategies of Chinese MNEs in context of foreign acquisitions in Europe. This research conducted across 29 countries and 829 mergers and acquisitions (data collected between 1992 – 2019), on the basis of National Business System approach shows that conglomerate affiliation, state ownership and international business experience have direct impact on execution of ambidextrous acquisition strategies. Moreover, it is also learnt that outward FDI policies have significant positive impact on individual firms. This is also possible when host country has well developed innovation atmosphere. The authors further find that smaller MNEs who internationalized at early stages are more prone to deploy acquisition ambidexterity as and when outward FDI policies are adopted by the government.

The fifth study is based on the context of International marketing agility in the international business, titled “*Who Creates International Marketing Agility? Diasporic Agility Guiding New Market Entry Processes in Emerging Contexts*” by Elo & e Silva (2022) and aims to learn how exporters and partners leverage diasporic agility with case studies on two diaspora entrepreneurs. These entrepreneurs have a key role to play as channel partners and guide exporters to launch themselves in new markets. In both cases, the diaspora entrepreneurs with their wide understanding on markets provided the agility to exporters for competitive advantage in international market. While exporters focused on their business, the entrepreneurs explored resources and opportunities in new market for entry and growth. International market entry was facilitated at lower cost by channel partners thereby promoting ambidexterity.

The sixth study on Indian pharmaceutical sector conducted by Kolte et al., (2022) and titled as “*Ambidexterity’s Influence on Export Strategy Development – The Case of the Indian Pharmaceutical Industry*” finds the influence of business ambidexterity on exports. With recently introduced rules on patents, pharmaceutical companies are obliged to increase investments in R&D in AYUSH (Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homeopathy) varying the pace of growth of Indian pharmaceutical sector. Secondary data has been studied to learn the effects and capabilities of ambidexterity. Though investment in generic medicine production (exploitation) and R&D (exploration) have increased exports, factors such low per capita spending in healthcare, non-existent reliable infrastructure, and extensive market competition hamper the development of pharmaceutical sector in India.

“*Interfirm cooperatives enabling organizational ambidexterity: A case study of the printing industry in Colombia*” by Camargo Benavides et al., (2022) is the seventh study and

this paper contributes towards organizational ambidexterity in interorganizational level and cooperative enterprise in emerging markets. Three case studies on interfirm cooperatives in printing industry at Colombia have been studied. The study aims to explore how interfirm cooperatives influence SMEs and the factors that negatively affect ambidexterity. It is found that lower socioemotional wealth of SMEs undermines the need for exploration investment. The cooperation between SMEs on the equilibrium on social and economic values is also very significant. Moreover, the finding indicates that interfirm cooperatives face challenges in transitioning from transactional firm to an intermediary who facilitates ambidexterity in emerging markets.

The eighth study titled “*Dynamic Capabilities and Organisational Ambidexterity: New Strategies from Emerging Market Multinational Enterprises in Nigeria*” by Ochie et al., (2022) looks at case studies from five EMNEs in Nigerian financial sector and with use of dynamic capabilities’ lens, a framework has been developed with four main ambidextrous strategies i.e., new business models, investment in technology for strategic innovation, developing strategic alliances, and internationalization. These strategies have been deployed by firms for organizational ambidexterity with conditions of environmental uncertainty. These strategies maybe used to explore business opportunities while simultaneously strengthening current capabilities. This study adds to literature on ambidexterity on EMNEs especially with environmental uncertainties.

“*Commitment based Human Resources practices (CBHRP) and knowledge creation in ambidextrous MNCs: A moderated mediation study on expatriates*” by Nayak et al., (2022) is the ninth study wherein a model based on commitment-based HR practices (CBHRP), absorptive capacity (AC), organization structure and routines (OSR), and knowledge creation in ambidextrous organizations has been developed and tested. Two new dimensions i.e., ambidexterity and flow experience in ambidextrous organizations have been tested. The study investigates with responses received from 377 expatriates (working in R&D departments of MNCs) in India. The findings reveal that CBHRP plays a key role in AC in ambidextrous organizations and AC mediates the relationship between CBHRP and knowledge creation and between CBHRP and OSR. This finding contributes towards SHRM by providing understanding on organizational learning and knowledge creation in ambidextrous organization with focus on expatriates.

The tenth study titled “*Social capital, information sharing, ambidexterity and performance for technology park firms in Turkey*” by Wasti et al., (2022) aims to learn if social

capital increases the imbalance in firms who set out to exploit in emerging markets at the risk of exploration. It further investigates if such ambidexterity can impact their performance. The survey conducted across high-tech SME's in Turkey (phase-1), a serial mediation model was tested and results showed that social capital-performance relationship was influenced by information sharing, exploration and exploitation. This indicates that firms must focus on developing social capital that can help in higher ambidexterity thereby leading to higher performance. Phase-2 part of the study confirmed these findings with 12 interviews. The findings further revealed that low generalized trust was significant in hindering the process from social capital to firm performance.

The final paper by Batra, Preethi & Dhir (2022) titled "*Organizational Ambidexterity from the emerging market's perspective: A review and research agenda*" uses semantic and meta-analysis to understand the factors affecting organizational ambidexterity in the context of emerging market. The authors find similarities in firm age, and size, research and development intensity, top management team (TMT) size, environment instability, ownership, competitive intensity, risk aversion, and international experience and differences in innovation, firm performance, technological turbulence, new product development, slack resources, TMT social, and market orientation. Further, these results are used to provide managerial implications.

CONCLUSIONS:

Having mapped the 11 papers accepted and published on this special issue, we draw the following conclusions. In this context, kindly refer to Table 1 for details on above papers that were published in this special issue.

PLEASE INSERT TABLE - 1 ABOUT HERE

Acknowledgements

William Degbey acknowledges the Kaute Foundation and Marcus Wallenberg Foundation in Finland for their support of this research.

REFERENCES:

- Al-Kwafi, O. S., Farha, A. K. A., & Zaraket, W. S. (2020). Competitive dynamics between multinational companies and local rivals in emerging markets. *FIIB Business Review*, 9(3), 189-204.
- Asree, S. (2016). Ambidextrous supply chain in an emerging market: impacts on innovation and performance. *International Journal of Supply Chain and Operations Resilience*, 2(1), 1-11.
- Avioutskaa, V., & Tensaout, M. (2022). Contextualizing international ambidextrous strategies of Chinese multinational enterprises. *Thunderbird International Business Review*.
- Bandeira-de-Mello, R., Fleury, M. T. L., Aveline, C. E. S., & Gama, M. A. B. (2016). Unpacking the ambidexterity implementation process in the internationalization of emerging market multinationals. *Journal of Business Research*, 69(6), 2005-2017.
- Batra, I., Preethi, P. & Dhir, S. (2022). Organizational ambidexterity from the emerging market perspective: A review and research agenda. *Thunderbird International Business Review*. 1-15.
- Budhwar, P., Pereira, V., and Temouri, Y. (2020). Investigating challenges faced by EMNCs and MNCs in the MENA region. *International Studies of Management & Organization*. Forthcoming.
- Camargo Benavides, A. F., Ehrenhard, M., De Visser, M., & de Weerd-Nederhof, P. C. (2022). Interfirm cooperatives enabling organizational ambidexterity, a CASE study of the printing industry in Colombia. *Thunderbird International Business Review*.
- Caputo, F., Giacosa, E., Mazzoleni, A., & Ossorio, M. (2019). Ambidextrous workforces for managing market turbulence. *Career Development International*.
- Chebba, H., Yahiaoui, D., Vrontis, D., & Thrassou, A. (2017). The impact of ambidextrous leadership on the internationalization of emerging-market firms: The case of India. *Thunderbird International Business Review*, 59(3), 421-436.
- Chen, M., Yang, Z., Dou, W., & Wang, F. (2018). Flying or dying? Organizational change, customer participation, and innovation ambidexterity in emerging economies. *Asia Pacific Journal of Management*, 35(1), 97-119.
- Dahms, S., Cabrilo, S., & Kingkaew, S. (2022). Configuring subsidiary performance in ambidextrous networks: The role of top management team diversity and autonomy. *Thunderbird International Business Review*.

- Deng, P., Liu, Y., Gallagher, V. C., & Wu, X. (2020). International strategies of emerging market multinationals: A dynamic capabilities perspective. *Journal of Management & Organization*, 26(4), 408-425.
- Elo, M., & e Silva, S. C. (2022). Who Creates International Marketing Agility? Diasporic Agility Guiding New Market Entry Processes in Emerging Contexts. *Thunderbird International Business Review*.
- Han, G., Bai, Y., & Peng, G. (2022). Creating team ambidexterity: The effects of leader dialectical thinking and collective team identification. *European Management Journal*, 40(2), 175-181.
- He, Z. L., & Wong, P. K. (2004). Exploration vs. exploitation: An empirical test of the ambidexterity hypothesis. *Organization science*, 15(4), 481-494.
- Hsu, C. W., Lien, Y. C., & Chen, H. (2013). International ambidexterity and firm performance in small emerging economies. *Journal of World Business*, 48(1), 58-67.
- Jansen, J. J., Kostopoulos, K. C., Mihalache, O. R., & Papalexandris, A. (2016). A socio-psychological perspective on team ambidexterity: The contingency role of supportive leadership behaviours. *Journal of Management Studies*, 53(6), 939-965.
- Junni, P., Sarala, R. M., Tarba, S., Liu, Y., & Cooper, C. (2015). The role of human resource and organizational factors in ambidexterity. *Human Resource Management*, 54(S1), S1-S28.
- Junni, P., Sarala, R.M., Taras, V., & Tarba, S.Y. (2013). Organizational ambidexterity and performance: A meta-analysis. *The Academy of Management Perspectives*, 27(4), 299-312.
- Karolyi, G. A. (2015). *Cracking the emerging markets enigma*. Oxford University Press.
- Kolte, A., Festa, G., Rossi, M., Thrassou, A., Vrontis, D., & Christofi, M. (2022). Ambidexterity's influence on export strategy development—The case of the Indian pharmaceutical industry. *Thunderbird International Business Review*.
- Latukha, M., Michailova, S., Selivanovskikh, L., & Kozachuk, T. (2022). Talent management, organizational ambidexterity, and firm performance: Evidence from Russian firms. *Thunderbird International Business Review*.
- Lawrence, E. T., Tworoger, L., Ruppel, C. P., & Yurova, Y. (2021). TMT leadership ambidexterity: balancing exploration and exploitation behaviors for innovation. *European Journal of Innovation Management*.
- Luo, Y., & Rui, H. (2009). An ambidexterity perspective toward multinational enterprises from emerging economies. *Academy of Management Perspectives*, 23(4), 49-70.

Malik, A., Pereira, V., & Tarba, S. (2017). The role of HRM practices in product development: Contextual ambidexterity in a US MNC's subsidiary in India. *The International Journal of Human Resource Management*, 1-29. <https://doi.org/10.1080/09585192.2017.1325388>

Malik, A., Sinha, P., Pereira V., and Rowley, C. (2017). Implementing global-local strategies in the offshore outsourcing industry: Creating an ambidextrous context through strategic choice and HRM. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2017.09.052>

Martin, S. L., Javalgi, R. G., & Cavusgil, E. (2017). Marketing capabilities, positional advantage, and performance of born global firms: Contingent effect of ambidextrous innovation. *International Business Review*, 26(3), 527-543.

Nayak, S., Bhatnagar, J., Budhwar, P. & Mukherjee, J. (2022). Commitment based Human Resources practices (CBHRP) and knowledge creation in ambidextrous MNCs: A moderated mediation study on expatriates. *Thunderbird International Business Review*.

Ochie, C., Nyuur, R. B., Ludwig, G., & Cunningham, J. A. (2022). Dynamic capabilities and organizational ambidexterity: New strategies from emerging market multinational enterprises in Nigeria. *Thunderbird International Business Review*. 1-17.

O'Reilly III, C. A., & Tushman, M. L. (2013). Organizational ambidexterity: Past, present, and future. *Academy of Management Perspectives*, 27(4), 324-338.

Park, H. M., Patel, P., Varma, A., & Jaiswal, A. (2022). The challenges for macro talent management in the mature emerging market of South Korea: A review and research agenda. *Thunderbird International Business Review*.

Pereira, V., Mellahi, K., Temouri, Y., Patnaik, S., and Roohanifar, M (2018). Investigating dynamic capabilities, agility and knowledge management within EMNEs - Longitudinal evidence from Europe. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-06-2018-0391>

Rao-Nicholson, R., Khan, Z., Akhtar, P., & Merchant, H. (2016). The impact of leadership on organizational ambidexterity and employee psychological safety in the global acquisitions of emerging market multinationals. *The International Journal of Human Resource Management*, 27(20), 2461-2487.

Shibata, T., Baba, Y., & Suzuki, J. (2022). Managing exploration persistency in ambidextrous organizations: Case of Fujifilm and Kodak. *R&D Management*, 52(1), 22-37.

Singh, N. P. (2021). The rise of emerging Indian multinationals: strategic learning for EMNC foreign market entry and internationalization. *International Journal of Emerging Markets*.

- Stokes, P., Moore, N., Smith, S. M., Larson, M. J., & Brindley, C. (2017). Organizational ambidexterity and the emerging-to-advanced economy nexus: Cases from private higher education operators in the United Kingdom. *Thunderbird International Business Review*, 59(3), 333-348.
- Stokes, P., Smith, S., Wall, T., Moore, N., Rowland, C., Ward, T., & Cronshaw, S. (2018). Resilience and the (micro-) dynamics of organizational ambidexterity: implications for strategic HRM. *The International Journal of Human Resource Management*, 1-36. <https://doi.org/10.1080/09585192.2018.1474939>
- Vahlne, J. E., & Jonsson, A. (2017). Ambidexterity as a dynamic capability in the globalization of the multinational business enterprise (MBE): Case studies of AB Volvo and IKEA. *International Business Review*, 26(1), 57-70.
- Vila, O. R., Bharadwaj, S. G., & Bahadir, S. C. (2015). Exploration-and exploitation-oriented marketing strategies and sales growth in emerging markets. *Customer needs and solutions*, 2(4), 277-289.
- Wasti, S. N. (2022). Social capital, information sharing, ambidexterity and performance for technology park firms in Turkey. *Thunderbird International Business Review*.
- Winterhalter, S., Zeschky, M. B., & Gassmann, O. (2016). Managing dual business models in emerging markets: an ambidexterity perspective. *R&D Management*, 46(3), 464-479.
- Yu, X., Meng, X., Chen, Y., Chen, Y., & Nguyen, B. (2018). Work-family conflict, organizational ambidexterity and new venture legitimacy in emerging economies. *Technological Forecasting and Social Change*, 135, 229-240.
- Zhang, M. J., Zhang, Y., & Law, K. S. (2021). Paradoxical leadership and innovation in work teams: The multilevel mediating role of ambidexterity and leader vision as a boundary condition. *Academy of Management Journal*, (ja).
- Zimmermann, A., Raisch, S., & Cardinal, L. B. (2018). Managing persistent tensions on the frontline: A configurational perspective on ambidexterity. *Journal of Management Studies*, 55(5), 739-769.

TABLE - 1: Details of papers published in this special issue

DETAILS OF PAPERS						
Sl. No	Title	Geographical and country context of study	Keywords	Methodology used	Theory/ Framework utilized	Key learnings
1	Talent management, organizational ambidexterity, and firm performance: Evidence from Russian firms	Russia	Talent management practices, organizational ambidexterity, exploration, exploitation, firm performance, Russia	Empirical data is obtained through a survey of predominantly locally headquartered large firms operating in different sectors of the Russian economy (101 respondents, one response per firm; 88 responses after data cleaning). Of the sample, 64.8% were headquartered in Russia and 87.5% employed over 250 workers. The respondents were chosen according to the following criteria: managerial position (employees who participate in decision-making on a strategic level) and the awareness and knowledge of TM practices, social climate, and firm performance. Consequently, most respondents were HR representatives at the middle and top management levels.	Organizational ambidexterity	The findings suggest a significant and positive relationship between talent attract and exploration, talent development with exploitation, talent retention on both exploitation and exploration. Moreover, the findings also show that exploration mediates talent management performance. This study adds to literature on talent management and ambidexterity and their effect on firm performance.

2	Challenges for macro talent management in the newly emergent market of South Korea: A review and research agenda	South Korea	Talent management, emerging market, macro-environment, South Korea, global talent	This article adopts the ‘macro talent management’ (MTM) framework developed by Khilji, Tarique, and Schuler (2015) to enhance the understanding of talent mobility and national-level competition to acquire global top talent which was later modified by Vaiman, Sparrow, Schuler, and Collings (2019) to analyze TM in Korea at the country level and focus on global talent mobility and returnees.	Macro talent management (MTM) framework	A literature review has been conducted on talent management in South Korea leading to answering key challenges that the country faces in attracting global talent and the impact of government policies in macro talent management system. A framework has been developed for the same, which provides implications for policymakers who look to attract and retain talent.
3	Configuring subsidiary performance in ambidextrous networks: The role of top management team diversity and autonomy	Singapore and Thailand	Ambidexterity, Networks, Performance, Subsidiaries, fsQCA, Emerging markets	Conducted a survey of foreign-owned subsidiaries. The Thai sample was based on the Department of Business Development database published by the Ministry of Commerce, and for Singapore on a Dun & Bradstreet database. Both databases have been used as a basis for survey data collection before in numerous studies (e.g. Gammelgaard et al., 2012; Kingkaew & Dahms, 2019; Dahms, et al., 2020). This research is following Jackson and Ni (2013) by using the z-scores from the SEM-PLS analysis.	Asset bundling framework	This study applies asset bundling framework to understand how foreign-owned subsidiaries use strong exploitative (intra-organizational) and explorative (inter-organizational) networks of ambidextrous network management in emerging markets that help in achieving higher performance. The study is conducted in subsidiaries located at Singapore and Thailand and offers insights on the combination of exploitation and exploration strategies for long term survival and success. However, the nature of subsidies may decide the relative balance needed between both these strategies.

4	Contextualizing international ambidextrous strategies of Chinese MNEs	China	Organizational Ambidexterity, QCA, Institutions, M&A, Entry Mode, International Business, Internationalization Strategies, EMNE, MNE.	Fuzzy-set configurational method, which is a type of Qualitative Comparative Analysis (QCA).	Complexity theory	Conglomerate affiliation, state ownership and international business experience have direct impact on execution of ambidextrous acquisition strategies. Moreover, it is also learnt that outward FDI policies also have significant positive impact on individual firms. This is also possible when host country has well developed innovation atmosphere. The authors further find that smaller MNEs who internationalized at early stages are more prone to deploy acquisition ambidexterity as and when outward FDI policies are adopted by the government.
---	---	-------	---	--	-------------------	--

5	Who Creates International Marketing Agility? Diasporic Agility Guiding New Market Entry Processes in Emerging Contexts (TIBR-20-223.R2_Proof_hi)	USA, Finland, Uzbekistan, Israel, Tajikistan, Kazakhstan, Russia	International marketing agility, Ambidexterity, Diasporic agility, Diaspora entrepreneurship, New market entry, Channel partner	The data collection has built on qualitative sources and methods such as in-depth personal interviews (semi-structured and unstructured), company material, internet sites, documents, marketing material and prospectus and on ethnographic and netnographic data based on visits, observations, photos, events and communication within the context.	Internationalisation theory	This paper is based on the context of International marketing agility in the international business and aims to learn how exporters and partners leverage diasporic agility with case studies on two diaspora entrepreneurs. These entrepreneurs have a key role to play as channel partners and guide exporters to launch themselves in new markets. In both cases, the diaspora entrepreneurs with their wide understanding on markets provided the agility to exporters for competitive advantage in international market. While exporters focused on their business, the entrepreneurs explored resources and opportunities in new market for entry and growth. International market entry was facilitated at lower cost by channel partners thereby promoting ambidexterity.
---	--	--	---	--	-----------------------------	---

6	Ambidexterity 's Influence on Export Strategy Development – The Case of the Indian Pharmaceutica l Industry (TIBR-20- 224.R2_Proof _hi)	India	Ambidexterity ; Pharmaceutica l industry; India; R&D; AYUSH.	This research adopts a quantitative methodology on secondary data to investigate the effects and potentialities of ambidexterity, providing evidence from descriptive and inferential statistics.		This study on Indian pharmaceutical sector finds the influence of business ambidexterity on exports. With recently introduced rules on patents, pharmaceutical companies are obliged to increase investments in R&D in AYUSH (Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homeopathy) varying the pace of growth of Indian pharmaceutical sector. Secondary data has been studied to learn the effects and capabilities of ambidexterity. Though investment in generic medicine production (exploitation) and R&D (exploration) have increased exports, factors such low per capita spending in healthcare, non-existent reliable infrastructure, and extensive market competition hamper the development of pharmaceutical sector in India.
---	--	-------	---	---	--	---

7	Interfirm cooperatives enabling organizational ambidexterity: A case study of the printing industry in Colombia (TIBR-20-227.R2_Proof_hi)	Colombia	Organizational ambidexterity, Interfirm Cooperative, Cooperative Enterprise, SME, emerging markets, Latin America	Followed the method deployed by Eisenhardt and Graebner (2007) in using a variety of highly knowledgeable informants who can offer varying perspectives of the focal phenomenon based on different hierarchical levels, functional areas, groups, and geographic locations. For semi-structured interviews, basic set of questions were used that varied depending on the interviewee's role. Gioia method was used for analysis.	Framework on elements of organizational ambidexterity and interorganizational ambidexterity	This paper contributes towards organizational ambidexterity in interorganizational level and cooperative enterprise in emerging markets. Three case studies on interfirm cooperatives in printing industry at Colombia have been studied. The study aims to explore how interfirm cooperatives influence SMEs and the factors that negatively affect ambidexterity. It is found that lower socioemotional wealth of SMEs undermines the need for exploration investment. The cooperation between SMEs on the equilibrium on social and economic values is also very significant. Moreover, the finding indicates that interfirm cooperatives face challenges in transitioning from transactional firm to an intermediary who facilitates ambidexterity in emerging markets.
---	---	----------	---	---	---	---

8	Dynamic Capabilities and Organisational Ambidexterity : New Strategies from Emerging Market Multinational Enterprises in Nigeria (TIBR-20-234.R2_Proof_hi.pdf)	Nigeria	Ambidexterity, dynamic capability, EMNEs internationalisation, business model innovation, Nigeria, environmental uncertainty, strategy	Qualitative method was used. Data was generated through multiple sources including semi-structured interviews, company's annual report, press releases, and media report (Gioia et al., 2013). Semi-structured interviews involved top and middle level managers to help provide less biased narrative, obtain diverse perspectives (Taylor & Helfat, 2009) and thereby increase data reliability. A total of twenty-four interviews were conducted with managers from the five case study firms.	Dynamic capability	By studying cases studies from five EMNEs in Nigerian financial sector and use of dynamic capabilities' lens, a framework has been developed four main ambidextrous strategies i.e., new business models, investment in technology for strategic innovation, developing strategic alliances, and internationalization. These strategies have been deployed by firms for organizational ambidexterity with conditions of environmental uncertainty. These strategies maybe used to explore business opportunities while simultaneously strengthening current capabilities. This study adds to literature on ambidexterity on EMNEs especially with environmental uncertainties.
---	--	---------	--	---	--------------------	--

9	Commitment based Human Resources practices (CBHRP) and knowledge creation in ambidextrous MNCs: A moderated mediation study on expatriates (TIBR-20-235.R3_Proof_hi.pdf)	India	Ambidextrous Organization, Commitment Based Human Resources Practices, Knowledge Creation, Ambidexterity, Emerging Market, Expatriates, India	This empirical investigation is based on 377 expatriates working in various multinational organizations' R & D centers in India. Data for the study was collected from research development centers operating in India of multinational organizations in 2018.	Organizational learning theory	In this study, a model based on commitment-based HR practices (CBHRP), absorptive capacity (AC), organization structure and routines (OSR), and knowledge creation in ambidextrous organizations has been developed and tested. Two new dimensions i.e., ambidexterity and flow experience in ambidextrous organizations have been tested. The findings reveal that CBHRP plays a key role in AC in ambidextrous organizations and AC mediates the relationship between CBHRP and knowledge creation and between CBHRP and OSR. This finding contributes towards SHRM by providing understanding on organizational learning and knowledge creation in ambidextrous organization with focus on expatriates.
---	--	-------	---	--	--------------------------------	--

10	Social capital, information sharing, ambidexterity and performance for technology park firms in Turkey (TIBR-21-027.R2_Proof_hi_NOT_READY.pdf)	Turkey	Social capital, ambidexterity, generalized trust, technology parks, Turkey	Phase-1 adopted online survey and phase-2 was qualitative analysis with explanatory sequential design. SPSS version 25.0 and PROCESS Macro version 3.5 (Hayes, 2018) were used for the data analysis.		This study aims to learn if social capital increases the imbalance in firms who set out to exploit in emerging markets at the risk of exploration. It further investigates if such ambidexterity can impact their performance. The survey conducted across high-tech SME's in Turkey (phase-1), a serial mediation model was tested and results showed that social capital-performance relationship was influenced by information sharing, exploration and exploitation. This indicates that firms must focus on developing social capital that can help in higher ambidexterity thereby leading to higher performance. Phase-2 part of the study confirmed these findings with 12 interviews. The findings further revealed that low generalized trust was significant in hindering the process from social capital to firm performance.
----	--	--------	--	---	--	---

11	Organizational Ambidexterity from the emerging market's perspective: A review and research agenda (TIBR-20-228.R4_Proof_hi)	Semantic network analysis and meta-analysis of previous research on emerging markets	organizational ambidexterity; semantic network analysis; emerging markets; meta-analysis, top management team, firm factors	Semantic network analysis and meta-analysis is used. For the meta-analysis, all 70 papers used for semantic analysis were thoroughly scrutinized. All the empirical papers were considered, and the conceptual and qualitative studies were eliminated. The remaining quantitative studies were required to report sample sizes and computable effect sizes (e.g., correlation, t-statistics, or P-value with sample sizes). In this multipronged review process, only 20 papers were included in the analysis.	Organization al learning theory	In the context of emerging market, this paper uses semantic and meta-analysis to understand the factors affecting organizational ambidexterity. The authors find similarities in firm age, and size, research and development intensity, top management team (TMT) size, environment instability, ownership, competitive intensity, risk aversion, and international experience and differences in innovation, firm performance, technological turbulence, new product development, slack resources, TMT social, and market orientation. Further, these results are used to provide managerial implications.
----	---	--	---	---	---------------------------------	--