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Organizational Ambidexterity for Indonesian Economic Development Research: Bibliometric Analysis

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Abstract

The study of organizational ambidexterity has been the focus of research attention in recent years. Yet, it is important to understand the evolution of research in this field and related trends. This research is expected to identify the gap between developments and trends in the world and developments and trends in Indonesia. In this study, a bibliometric analysis was conducted using 645 articles retrieved from the Scopus database. The results show that researches on organizational ambidexterity are on the rise. United State of America is the country with the most published articles with a percentage of 21% of total top 10 countries publications, while Indonesia has only 14 articles indexed by Scopus in this field. The most productive source or journal in the last five years is Sustainability (Switzerland). Researchers in this area have expanded their focus to new and different topics related to organizational ambidexterity, including sustainability, digital transformation, and entrepreneurial orientation. The findings of this paper can help academics and practitioners to better understand the research development trends in the field of organizational ambidexterity, as well as provide a comprehensive view for future research, especially in Indonesia.

Keywords

Ambidexterity, Organizational Ambidexterity, Bibliometric, Indonesia

1. Introduction

The studies about organizational ambidexterity are increasing along with the understanding that ambidextrous organizations can improve performance (Chakma et al., 2021; Suprapti & Suparmi, 2022). Ambidextrous organizations will be more successful in today's dynamic environment, they become more adaptive to the changing environment that today's businesses require (Gibson & Birkinshaw, 2004; Ali, 2021). As new digital technologies rapidly evolve, organizations must continually improve efficiency of existing business models and develop innovative solutions and business models to address new competitive threats (Clauss et al., 2021). Organizations need dynamic capabilities that can provide a solution to environmental change, such as organizational ambidexterity, during an uncertain business environment (Rizqulloh et al., 2024). In parallel with these developments, the concept of ambidexterity has been attracting increasing interest in research. Along with the increasing dynamic business environment, large companies and small and medium enterprises in Indonesia need to have dynamic capabilities in managing their resources (Restuputri et al., 2024). Organizational ambidexterity is one of the capabilities that need to be developed to face this challenge, so Indonesia needs deeper research on organizational ambidexterity. Organizational ambidexterity is proposed as the ability to simultaneously engage in exploitation, such as increasing the efficiency of existing business activities, and exploration, such as generating new business ideas, even in the face of market and technological change (Andriopoulos & Lewis, 2009; Putranti et al., 2020). The ability of organizations to engage in both exploitation and exploration innovation is associated with the achievement of competitive advantage, sales growth, and the long-term survival of the organization (Koryak et al., 2018; Ologbenla, 2021; Nofriady et al., 2024).

Although research on organizational ambidexterity is increasing in the world, there is not much research on this strategy in Indonesia. This research will examine the development and trends of organizational ambidexterity in the world and observe how far this research has developed in Indonesia using the newest Scopus database. Bibliometric analysis in this topic has been carried out by Chakma et al. (2021) that focuses on the literatures of organizational ambidexterity in the world, the latest data used is May 2020 and only focuses on the business, management and accounting area. This study updates the data until September 2024 and expands the subject area limitation and adds the development of this topic in Indonesia based on the Scopus database.

The purpose of this study is to conduct an analysis of the organizational ambidexterity literature based on the context of bibliometric analysis, including citation and co-citation analysis, and to find countries, sources, authors, references, and keywords that influence this topic. This research identified the most influential references and authors. This research identifies the gap between the development and trends in Indonesia on organizational ambidexterity, so that it can be references for future research on organizational ambidexterity, especially in Indonesia.

2. Literature Review

Organizational ambidexterity is the capability to manage the tensions between exploitative and explorative capabilities adopted by an organization (Andriopoulos & Lewis, 2009; Widiowati, 2023). Some research found that organizational ambidexterity can increase competitive advantage (Çelik & Uzunçarşılı, 2023). Several studies that discuss that organizational ambidexterity is related to sustainable competitive advantage. They found that organizational ambidexterity can improve and maintain sustainable competitive advantage (Zhang et al., 2023; Trieu et al., 2023). Organizational ambidexterity is also positively related to firm

performance (Severgnini et al., 2018; Çelik & Uzunçarşılı, 2023), and sustainable supply chain performance (Belhadi et al., 2022). Organizational ambidexterity also relates to many antecedent variables such as dynamic capabilities, digital business transformation (Belhadi et al., 2022; Rahman et al., 2024), industry 4.0 readiness, market orientation (Ed-Dafali et al., 2023) open innovation (Zhang et al., 2023), attention focus, legitimacy and strategic decision making (Severgnini et al., 2018; Rauf et al., 2022). Du & Chen (2018), explain that organizational ambidexterity related in Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) condition.

3. Methods

Scopus is equipped with intelligent tools that can help to see basic visualization of the literature and can be used to statical analysis. The Intelligent tools are providing a record of all important information from the literature in a Research Information System (RIS) format and in a Comma Separated Value (CSV) format, which allows import and analysis with bibliometric software. Therefore, to search for relevant publications, this study chooses to use scopus database. This study use data from 2004 to September 2024, the following terms were searched: organizational ambidexterity.

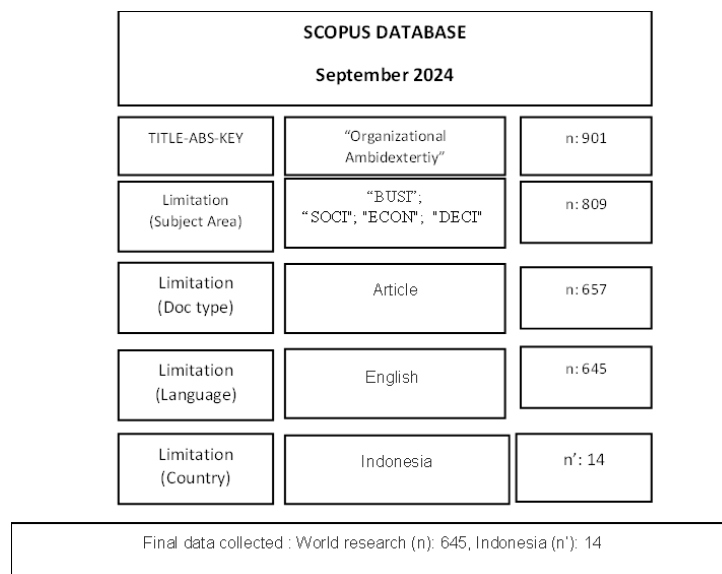


Figure 1. Number of Organizational Ambidexterity Research on Scopus Database

Figure 1. show the detail of selection process. This study searched "Organizational Ambidexterity" in Title-Abstract-Keywrod on Scopus and found 901 documents. Then this study limited the subject area in "business, management and accounting", "social sciences", "economic, econometrics and finance" and "decision sciences" areas, found 809 documents. Then this study limited document type to article and found 657 articles. In this study, the language was limited to English and received 645 articles published in 2004 until September 2024 that were valid to use for the analysis of bibliometric. Then we obtained 14 articles limited to country, Indonesia.

This study uses bibliometric analysis. Bibliometrics are statistical techniques used to quantify and analyze research, provide insight into the body of research, and interpret the evolution, distribution, and relationships between authors, institutions, journals, or countries. (Hael et al., 2024). Compared to a structured literature review, a bibliometric analysis provides a macro perspective on the topic under study and helps to structure the knowledge on a topic that has evolved over the years (Chakma

et al., 2021). VOS viewer was developed by Jan van Eck and Ludo Waltman at the University of Leiden as a bibliometric analysis tool for knowledge mapping. It can also be used for thematic mapping and cluster analyses. Researchers can analyze bibliometric networks consisting of papers, contributors, journals, institutions, or countries (Hael et al., 2024). In this way, the researcher can find different clusters of related items, the same color indicates the same cluster. Bigger items indicate that the popularity and importance are higher.

Using the Scopus database, organizational ambidexterity's data is extracted and preprocessed for analysis of hot spots, authors, citations, future research trends, and references.

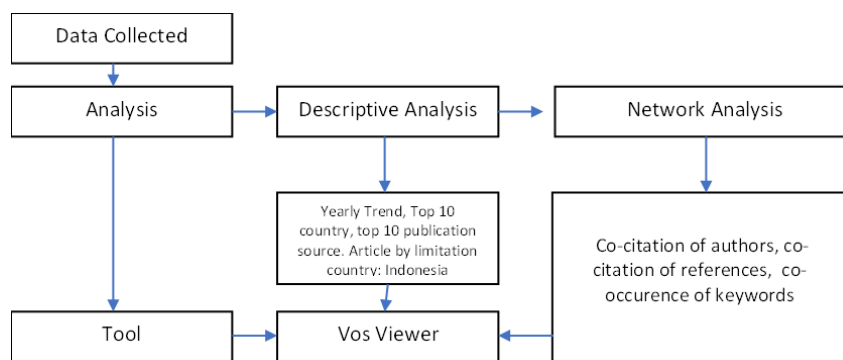


Figure 2. Research Frame Work

Figure 2 illustrates the research framework that will be used in this paper. This research analyzes the data collected from Scopus database. There are two types of analysis, descriptive analysis and network analysis. Descriptive analysis to analyze yearly trend, top 10 productive country, articles related to Indonesia. Network analysis to analyze co-citation of authors, co-citation of references, co-occurrence of keywords. This study uses Vos viewer as analysis tool.

4. Results

In 2004 only one published article was found. Then its significantly increased in 2009 with nine published articles in that year. After that research on this topic continued to increase from year to year and in 2020 seventy-nine published articles were found in that year. This study found that the peaks in 2024 with 91 articles are published, even though it's only until September 2024. This increasing research suggests that academic interest in organizational ambidexterity continues to grow (Raisch et al., 2009). There are several factors that interest researchers to examine the topic of organizational ambidexterity. Organizational ambidexterity is proven to be able to improve organizational performance (Çelik & Uzunçarşılı, 2023; Severgnini et al., 2018; Kafetzopoulos et al., 2023). Organizational ambidexterity is also shown to have a relationship with competitive advantage (Jurksiene & Pundziene, 2016). Organizations always need capabilities to improve performance and maintain their competitive advantage, especially with environmental uncertainty, rapid technological development and sustainability issues. Organizational ambidexterity has also been shown to lead to sustainability, but requires support from the influence of organizational structure, strategy and culture (Rao & Thakur, 2019).

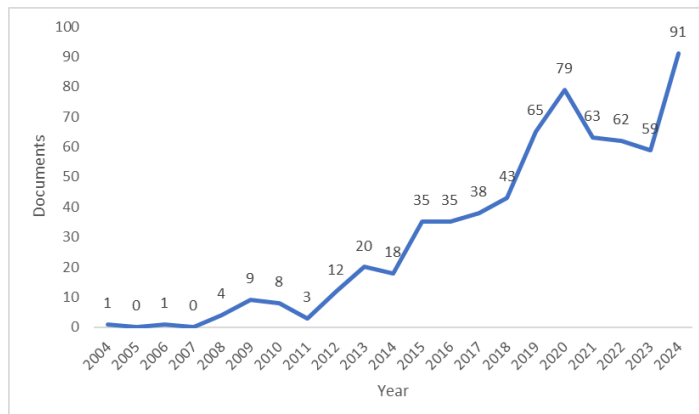


Figure 3. Yearly Trends

Table 1. Top 10 Productive Source Per Yearly Trend

Source/ Journal	2004-2008	2009-2013	2014-2018	2019-2023	2024	Total
Sustainability	-	-	3	18	2	23
Technological Forecasting and Social Change	-	1	6	8	-	15
International Journal of Human Resource Management	-	-	5	9	-	14
Journal of Business Research	-	-	3	11	-	14
Management Decisions	1	-	5	5	1	12
Journal of Management Studies	2	4	1	3	-	10
IEEE Transactions on Engineering Management	-	-	-	6	3	9
Long Range Planning	1	1	2	5	-	9
Business Process Management Journal	-	-	4	1	3	8
Learning Organization	-	-	-	7	1	8

Top 10 the most impactful journal in 2004 and 2024 are shown in Table 1. This study found 23 published articles in Sustainability. 15 published articles in Technological Forecasting and Social Change. 14 published articles in International Journal of Human Resource Management. 14 published articles in Journal of Business Research. 12 published articles in Management Decisions. 10 published articles in Journal of Management Studies. 9 published articles in IEEE Transactions on Engineering Management. 9 published articles in Long Range Planning. 8 published articles in Business Process Management Journal. 8 published articles in Learning Organization. This study found that 122 articles of a total of 645 articles are published in these ten journals, or about 18.9%.

The Sustainability is the most productive source. The Sustainability starts publish organizational ambidexterity topic in period 2014–2018 and publications peaked in 2019–2023, in 2024 this source publish 2 articles till September. The Technological Forecasting and Social Change starts to publish organization ambidexterity topic in 2010. In the 2014 until 2023 the publications are increase, but there is no publication in 2024 until September. International Journal of Human Resource Management is the second, which seen a steady increase in publications

from 2014–2018 period until 2019–2023 period, but there is no publication in 2024, till September.

Table 2. Productive Sources and Its Publisher

Source/ Journal	Total Publications	Total Cited	Cite Score 2023	Publisher	Country of Publisher
Sustainability Switzerland	23	393	6.8	MDPI	Swiss
Technological Forecasting and Social Change	15	1543	21.3	Elsevier Inc.	United State
International Journal of Human Resource Management	14	666	11.7	Routledge	United Kingdom
Journal of Business Research	14	628	20.3	Elsevier Inc	United State
Management Decisions	12	621	8.2	Emerald Group Holdings Ltd.	United Kingdom
Journal of Management Studies	10	2328	16.4	Blackwell Publishing Ltd	United State
IEEE Transactions on Engineering Management	9	231	10.3	IEEE	United State
Long Range Planning	9	656	13	Elsevier Ltd	United Kingdom
Business Process Management Journal	8	126	8.6	Emerald Group Holdings Ltd.	United Kingdom
Learning Organization	8	206	4.8	Emerald Group Holdings Ltd.	United Kingdom

Results revealed 645 articles published in 160 journals. The most productive journals publishing the on organizational ambidexterity are shown in Table 2. It is notable that 10 journals belong to 6 publishers. With 240 publications representing 37% of the total articles, the major publishers in organizational ambidexterity are Emerald and Elsevier. The most productive journal is Sustainability (Switzerland), published by MDPI, with 23 articles, or almost 3.6% of the total, followed by Technological Forecasting and Social Change, published by Elsevier Inc, with 15 articles, one of the most prominent journals in the field. Next is the International Journal of Human Resource Management, published by Routledge, with 14 articles, and the Journal of Business Research, published by Elsevier Inc, with 14 articles.

Interestingly, the most cited paper with title the antecedents, consequences, and mediating role of organizational ambidexterity (Gibson & Birkinshaw, 2004) with 2974 cited times wasn't published in top 10 source, it was published in Academy of Management Journal with the publisher Academy of Management. The highest Cite Score of 21.3 in 2023 was Journal Technological Forecasting and Social Change. The second of highest Cite Score was Journal of Business Research with 20,3 points. Third of highest Cite Score was Journal of Management Studies. This Cite Score show the influence of Journal in that year, which is the cite score is based in 2023 that had been released by scopus. These details are shown in Table 2. The analysis of journals shows that experts and researchers in the field of business and

management have widely recognized and accepted the topic of organizational ambidexterity.

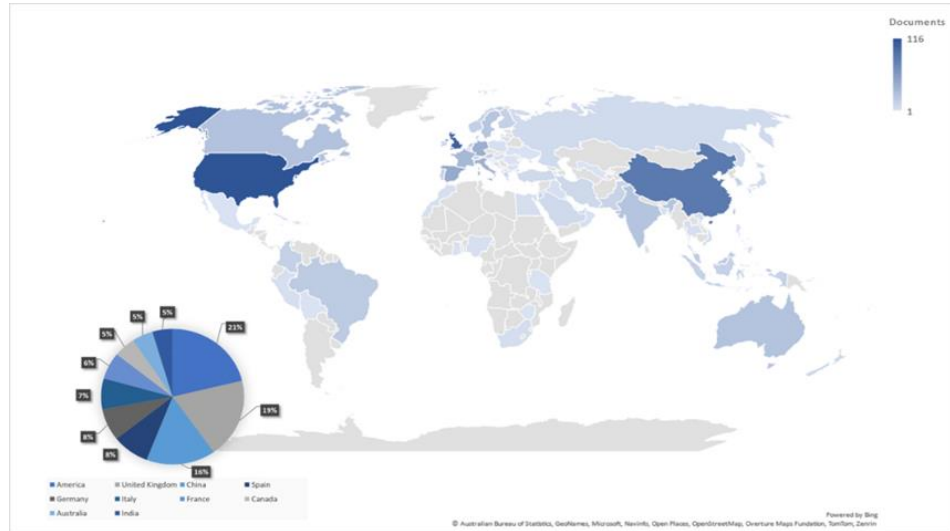


Figure 4. Top 10 Productive Countries

The number of studies in each nation reflects the strength of research in each nation. (Hael et al., 2024). Analysis revealed that 645 documents were published in 73 countries and regions. The 10 most productive countries are shown in Figure 4. In this study it is noted that the first ten countries are United States of America (USA), United Kingdom (UK), China, Spain, Germany, Italy, France, Canada, Australia and India. The most productive country is USA, which contributed 116 documents, 21% of the total documents in the top 10 countries. Followed by UK with 19% of total documents in top 10 countries and China with 16% of total documents in top 10 countries. Meanwhile, Indonesia contributed only 14 documents. Indonesia is still less productive in this area. So based on these findings, organizational ambidexterity can be future research for Indonesia because research on this is still lacking. This condition makes great chance for the future research on this topic in Indonesia.

Table 3. Top 10 Authors by co-citation

No	Keyword	Cluster	Citation	TLS	Link
1	M. L. Tushman	2	1959	192252	830
2	J. Birkinshaw	2	1401	136196	830
3	C.A. O'reilly	2	995	98732	830
4	Z. Simsek	4	789	85127	830
5	H.W. Volberda	3	724	81035	829
6	S. Raisch	2	794	80382	830
7	J.G. March	2	736	69850	829
8	J.J.P. Jansen	3	468	51927	828
9	F.A.J. Van Den Bosch	3	415	47355	824
10	J.F. Veiga	4	426	46033	829

The top 10 authors by co-citation are shown in Table 3. M.L. Thusman from Harvard Business School (USA), followed by J. Birkinshaw from London Business School (UK), C.A. O'reilly from Stanford University (USA), Z. Simsek from Clemson University (USA), H.W Volberda from University of Amsterdam (Netherlands), S. Raisch from University of Geneva (Swiss), J.G. March from Stanford University

(USA), J.J.P Jansen from Erasmus University (Netherlands), F.A.J Van den Bosch from Erasmus University (Netherlands), and J. F. Veiga from University of Connecticut (USA). These authors make significant contributions to the field, as demonstrated by the many other scholars who cite, refer to, and acknowledge their works, thereby demonstrating their importance and impact in the field. It is likely that their contributions have played an important role in advancing the understanding of the field and facilitating further research in the area.

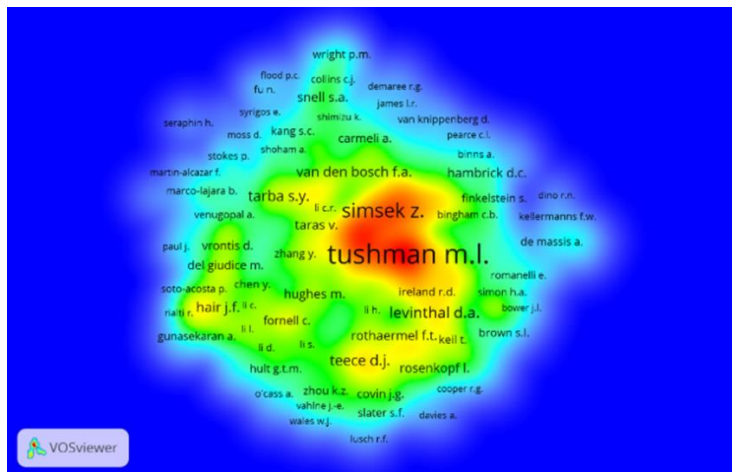


Figure 5. Density Visualization of Authors by Co-citation

Figure 5. Show the density of authors by co-citation. On the other hand, figure 5 shown the density visualization of authors by co-citation analysis. M.L. Tushman. is the most impactful researcher in this topic. The most contributing authors based on co-citation is M.L. Thusman.

Table 4. Top 10 References by Co-citation

Reference	Cluster	Citation	TLs	Link	Journal
March (1991)	1	254	2630	29	Organization Science
Gibson & Birkinshaw (2004)	1	194	2201	29	Academy of Management Journal
Raisch & Birkinshaw (2008)	1	161	1932	29	Journal of Management
Gupta et al. (2006)	3	129	1657	29	Academy of Management Journal
Raisch et al. (2009)	1	135	1629	29	Organization Science
Cao et al. (2009)	1	124	1496	29	Organization Science
Benner & Tushman (2003)	1	106	1326	29	Academy of Management Review
Lubatkin et al. (2006)	1	97	1253	29	Journal of Management
Simsek (2009)	2	87	1143	29	Journal of Management Studies
Smith & Tushman (2005)	1	79	1071	29	Organization Science

Based on the co-citation analysis with 30 selected articles in Vos viewer, Table 6 shows the references of the most cited. “Exploration And Exploitation in Organizational Learning” (March, 1991) became the most frequently cited reference, with more than 250 citations. In addition, two other references “The Antecedents, Consequences, and Mediating Role of Organizational Ambidexterity” (Gibson & Birkinshaw, 2004) and “Organizational Ambidexterity: Antecedents, Outcomes” (Raisch & Birkinshaw, 2008) received more than 150 citations each in co-citation

analysis. Interestingly, indicating the journal's significant impact in this area of research, four of the top ten co-cited references were published in Organization Science.

Eight references among the top ten references have been published by authors listed in the ten authors with co-citations in table 5. J.G. March in “Exploration and Exploitation in Organizational Learning” (March, 1991). J. Birkinshaw in “The Antecedents, Consequences, And Mediating Role of Organizational Ambidexterity” (Gibson & Birkinshaw, 2004). S. Raisch and J. Birkinshaw in “Organizational Ambidexterity: Antecedents, Outcomes” (Raisch & Birkinshaw, 2008). S. Raisch, J. Birkinshaw and M.L Tushman in “Organizational Ambidexterity: Balancing Exploitation and Exploration for Sustained Performance” (Raisch et al., 2009). M.L. Tushman. in “Exploitation, Exploration, And Process Management: The Productivity Dilemma Revisited “(Benner & Tushman, 2003). Z. Simsek and J.F. Veiga in “Ambidexterity and Performance in Small-To Medium-Sized Firms: The Pivotal Role of Top Management Team Behavioral Integration” (Lubatkin et al., 2006). Z. Simsek in “Organizational Ambidexterity: Towards A Multilevel Understanding” (Simsek, 2009). M.L. Tushman in “Managing Strategic Contradictions: A Top Management Model for Managing Innovation Streams” (Smith & Tushman, 2005).

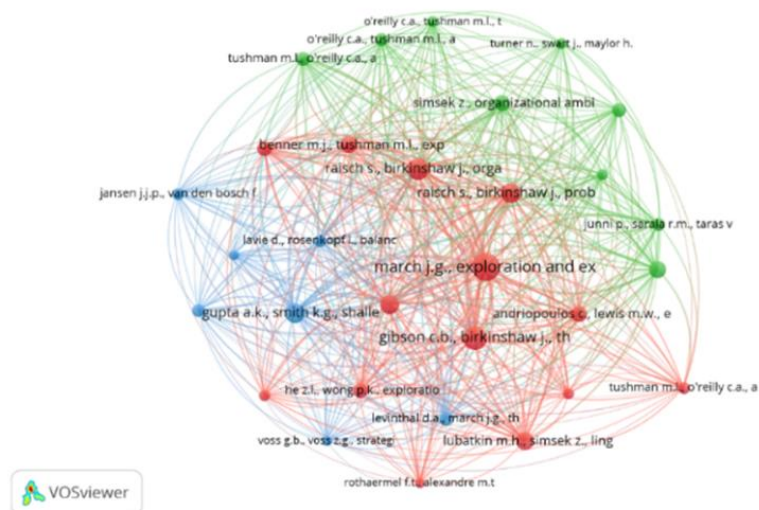


Figure 6. References by Co-citation in Network Visualization

Figure 6 Displaying the network of references by citation Network visualization showing clusters of references. Cluster analysis is used to see groups with similar data points together such that more similar would show in one cluster point (Hael et al., 2024). Based on the cluster analysis of the 10 references, it was found that they fell into three distinct reference clusters, indicating that they were cited together. Eight references in cluster 1, one reference in cluster 2 and one reference in cluster 3. Clusters show that references are strongly interrelated in a group.

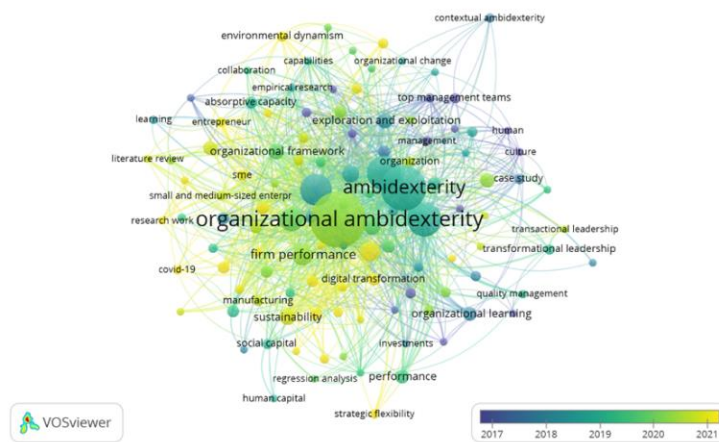


Figure 7. Overlay Visualization of Keywords

Figure 7 displayed overlay visualization of keywords. Overlay visualization of keyword show a general overview of the items with indication of the tendency of these items over time (Ayaz & Zahid, 2024). The trend of organizational ambidexterity research is increasing in 2020. Before 2020 organizational ambidexterity studies focused in relation with human resources management and process topics such as, organizational learning, culture, absorptive capacity and product development. Over 2020 organizational ambidexterity studies are more focus to strategic and cleaner process management topic such as digital transformation, sustainability, environmental dynamism and entrepreneurial orientation.

This research found 10 keywords that relate to the latest trends marked with bright green to yellow in figure 7. The keywords are sustainability, digital transformation, entrepreneurial orientation, strategic flexibility, industry 4.0, firm performance, supply chain management, strategic agility, technology capacity and environmental dynamism. Research on the relationship between supply chain management and organizational ambidexterity was conducted by Al-Khawaldah et al. (2022), their research examines the relationship between green supply chain management and organizational ambidexterity and competitive advantage. Their research is related to environmental sustainability and they divide green supply chain management into three dimensions: green manufacturing, green purchasing and green marketing, then they found that green manufacturing and green marketing are positively related to organizational ambidexterity, besides that they also found that organizational ambidexterity have relationship with green manufacturing and green marketing and competitive advantage. This article was published in *Uncertain Supply Chain Management* (Q2)

This study also found articles that discussed the relationship between strategic flexibility, organizational ambidexterity and firm performance, the article was written by Kafetzopoulos et al. (2023). They found that organizational ambidexterity has a positive effect on strategic flexibility and firm performance. They explain that strategic flexibility is the ability of a company to operate more productively or more efficiently than its competitors. This article was originally published in *Sustainability* (Q1). Research on relationship between industry 4.0, digital transformation and organizational ambidexterity was conducted by Belhadi et al. (2022). In terms of the potential pathways between Industry 4.0 and sustainable performance, the study findings lead to several important implications. In particular, the integration of circular principles in the devising of business models through digital business transformation was found to mediate this relationship. Furthermore, organizational ambidexterity was found to be a substitute for circular business

models in the development of new sustainable business models and the reconciliation of sustainability. This study was published in *Supply Chain Management* (Q1).

Andrade et al. (2021) researched the relationship between technological capacity and organizational ambidexterity which was moderated by environmental dynamism. The results show that organizational ambidexterity have relationship with technology capacity of organization. There is also relationship between organizational ambidexterity and environmental dynamism. They explain that environmental dynamism is the degree of instability and unpredictable in the marketplace and is characterized by variations in technology, customers or product requirements. This article appeared in *Review of Managerial Science*, Q1. This study found several differences in results that could be a gap in the relationship between organizational ambidexterity and entrepreneurial orientation. Sengura et al. (2024) and Tuan (2016), found a positive effect in the relationship between entrepreneurial orientation and organizational ambidexterity. But Ed-Dafali et al. (2023) and Nobakht et al. (2021) found that entrepreneurial orientation has no significant effect to organizational ambidexterity. The strategic decision-making capability used by an organization's management to achieve its goals, maintain a competitive advantage, and sustain the vision is called entrepreneurial orientation (Sengura et al., 2024). This gap may be a consideration for future research.

Articles related to Indonesia are still very few found in this topic. This study only found 14 articles in the Scopus database. This shows that organizational ambidexterity can be a topic of research in the future. Table 7 displayed 14 articles that related to Indonesia.

Table 5. 14 Articles that related to Indonesia

References	Subject	Source
Susilawati et al. (2022)	automated short essay scoring, Operational Management Strategies	Operational Research in Engineering Sciences: Theory and Applications (Q1)
Adhiatma et al. (2023)	workforce transformation and Organizational Ambidexterity	Engineering Management in Production and Services (Q2)
Lukito-Budi et al. (2023)	Entrepreneurial Orientation	Journal of Strategy and Management (Q1)
Maguni et al. (2023)	Organizational Ambidexterity, Innovation Capability and Supply Chain Performance	Journal of Law and Sustainable Development (Discontinue)
Mardi et al. (2018)	Organizational Performance and Organizational Ambidexterity	Journal of the Knowledge Economy (Q2)
Rahardjo et al. (2024)	Entrepreneurial Orientation, Organizational Ambidexterity, Organizational Unlearning	International Journal of Innovation and Learning (Q3)
Nofiani et al. (2021)	Entrepreneurial Orientation, Organizational Ambidexterity, SMEs Performance	Journal of Entrepreneurship in Emerging Economies (Q2)
Arief & Paryono (2015)	Social Technology and Organizational Ambidexterity	Advanced Science Letters (Discontinue)
Restuputri et al. (2023)	Creative Leadership, Organizational Ambidexterity and Organizational Performance	IEEE Transactions on Engineering Management (Q1)
Utomo & Simatupang (2019)	Organizational Ambidexterity and Firm Competitiveness	International Journal of Scientific and Technology Research (Discontinue)
Prasetio et al. (2022)	Organizational Ambidexterity, Technology Readiness and User Satisfaction	Sustainability (Q1)
Yunita et al. (2024)	Organizational Human Capital, Environmental Dynamism, Technological Capacity and Organizational Ambidexterity	Social Sciences and Humanities Open (Q1)
Tukiran et al. (2022)	Organizational Ambidexterity	Polish Journal of Management Studies (Q3)
Restuputri et al. (2024)	Knowledge Management, Organizational Ambidexterity and Organizational Performance	Business Process Management Journal (Q1)

Based on Table 7, it is known that of the fourteen existing articles, six of them were published in sources with level Q1. Three of them were level Q2. Two of them were level Q3. Then three of them were in sources that had been discontinued. Most

of them are published in sources that have an open access policy. Based on scopus database, organizational ambidexterity researches in Indonesia have great potential for the future research. The data presented by this study can be a reference for future economic development research, especially in Indonesia. Organizational ambidexterity needs to be studied because it relates to the current economic situation in Indonesia. The dynamic environmental conditions and the development of trends on sustainability can be the basis for research in Indonesia. Organizational ambidexterity relates to sustainability and a dynamic environment that required by the current business situation (Clauss et al., 2021).

5. Conclusion

The study presents an in-depth bibliometric analysis of organizational ambidexterity, based on articles indexed in the Scopus database and published between 2004 and 2024. The 645 publications on organizational ambidexterity published in 160 journals. Sustainability, published by MDPI, was the most productive journal. It contributed 3.6% of the publications. With 240 publications representing 37% of the total, Emerald and Elsevier are the leading publishers in organizational ambidexterity. Internationally, United States of America was country that have highest number publications in this topic. Second country that have highest number of publications is United Kingdom and third is China. The most impactful author by Co-citation in this topic is M.L. Tushman. The most impactful reference by Co-citation is Exploration and Exploitation in Organizational Learning (March, 1991). This study found keywords that have been trending in recent years, The keywords are sustainability, digital transformation, entrepreneurial orientation, strategic flexibility, industry 4.0, firm performance, supply chain management, strategic agility and environmental dynamism. This study also found a hot spot in this topic, the relationship between entrepreneurial orientation and organizational ambidexterity still needs to be studied, because differences in results were found in several recent studies. There are only 14 Indonesian articles found in the Scopus database. The topic of organizational ambidexterity still has the potential to be a future research topic in the context of economic development research in Indonesia. Future research on organizational ambidexterity can be more focused with the data that this study provides.

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