

Strategic Capabilities and Their Role in Enhancing Organizational Ambidexterity an Analytical Study in the Directorate of Rutba Municipality

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Abstract: The research aims to identify the role of strategic capabilities as an independent variable in enhancing organizational ambidexterity as a dependent variable in the Directorate of Rutba Municipality. The researcher sought to introduce the organization's management to the importance of these capabilities, highlight their role in strengthening organizational ambidexterity, and determine whether these capabilities positively or negatively impact performance. The researcher adopted a descriptive analytical approach to conduct the study by testing several main and sub-hypotheses to examine the correlation and impact relationships between the variables, aiming to answer the research problem's questions. The researcher relied on the questionnaire as a main tool in collecting and analyzing the data obtained from the respondents working in the directorate, as a random intentional sample was chosen from the organization, where the researcher distributed (67) questionnaires within the organization and (63) questionnaires were retrieved, (2) of which were not suitable for statistical analysis, leaving 61 of them representing (leaders and officials of administrative units, engineers and technicians) working in the directorate. The data were analyzed using the statistical program (SPSS), through the use of a set of statistical methods such as (weighted arithmetic mean, standard deviation, coefficient of variation, and relative importance), in addition to testing the hypotheses of association and influence at the level of variables and their dimensions. The research reached a set of conclusions, the most important of which is a direct correlation with statistical significance between strategic capabilities and their dimensions in organizational ambidexterity in the Rutba Municipality Directorate. This means there is a clear interest on the part of the directorate's administrations in their capabilities, which reflects their ability to employ them correctly to achieve organizational ambidexterity for their directorate.

Keywords. Strategic Capabilities, Organizational ambidexterity, Directorate of Rutba Municipality

Introduction:

Public sector organizations in Iraq are experiencing rapid and significant changes as a result of the shift in the way they deliver services to their beneficiaries. Many have begun offering their services in various forms and at an accelerated pace, due to the emergence of competition among these organizations, aiming to create an image in the minds of beneficiaries that they are the best in performance. This development and change in the style of service delivery has prompted many organizations today to consider "outside the box" solutions, through which they can transform their public organizations into a model ambidexterity not only by service provision but also by seeking to transform into innovative organizations whose operating model is similar to that of private sector organizations, providing their services in the best possible manner and at the lowest cost.

Hence, the management of organizations, including the management of the Rutba Municipality Directorate, must think about the strategic capabilities they possess, so that they can be relied upon primarily and more than other capabilities to be the basis for excellence in providing services to citizens. The changes that these organizations are witnessing as a result of changing decisions and procedures followed by the government today have necessitated them to be in a state of alert and preparedness for any developments that occur, whether in terms of decisions taken or as a result of implementing technology or new work methods within their organization to be proactive in action or to be able to rely on quick reactions in the correct manner to ensure their excellence in providing their services and to become accepted by citizens. Therefore, our research, presented above, focused on the strategic capabilities these organizations possess and clarified their role in enhancing their organizational ambidexterity.

The Methodological Framework of the Research

First: Research Problem:

Researchers often approach the research problem in general from two aspects (the theoretical and practical aspects) of the study. From a theoretical perspective, most of the research that addresses the two research variables focuses on the fundamental problems that organizations have recognized regarding the importance of strategic capabilities in enhancing organizational ambidexterity, on the one hand, and how to build these capabilities and maintain them for the longest possible period, as they have become a valuable resource for their distinction. Therefore, many organizations seek to develop new strategic capabilities, in addition to enhancing their existing capabilities, to achieve their basic goals. However, from a theoretical perspective, there is no agreement among researchers on which strategic capabilities will be the basis for their distinction from other organizations. From here, we can say that determining which capabilities are best for enhancing organizational ambidexterity still requires study and research to reach a theoretically convincing result.

From a practical standpoint, the field research problem focuses on the Rutba Municipality Directorate as one of the Iraqi government service departments that suffers from problems related to how to enhance its organizational ambidexterity to reach the position it seeks and seeks to draw in the minds of its employees to be an example to be relied upon by other similar directorates in the governorate. This requires its administrations to work on determining which strategic capabilities they must develop or possess to build a proficient organization in which its employees (engineers, technicians, employees and service workers) are more satisfied, which motivates them to achieve more accomplishments at the level of their directorate and thus be more proficient in performing its tasks in the long term. What capabilities the directorate possesses and what capabilities it needs to possess are still somewhat vague, which makes it difficult for its administration to work at a faster pace to enhance its position compared to other similar directorates in the same sector. From what was mentioned above, the research problem can be formulated through the following question:

(Can the management of the Rutba Municipality Directorate utilize its strategic capabilities to enhance organizational ambidexterity within its directorate?)

From this main question, the following sub-questions emerge:

1. Is there a clear understanding of the concept of strategic capabilities by the management of the organization under study?
2. Is there a clear understanding of the concept of organizational ambidexterity by the management of the organization under study, and what mechanisms does it use to enhance this ambidexterity?
3. Does the Rutba Municipality Directorate possess its strategic capabilities, and what is their impact on organizational ambidexterity?

Second: Research Importance:

The importance of the research is highlighted by its spotlight on two important variables in the field of strategic management and organizational behavior. This is to build a theoretical and scientific framework that has attracted widespread interest from researchers and scholars. Strategic capabilities are important skills and competencies that organizations seek to possess, as they impact (positively or negatively) the organizational agility of the organizations under study. The importance of the research is evident in the following: Thus, the importance of this research is highlighted through the following points:

1. The importance of the research is highlighted by its spotlight on the concept of strategic capabilities to understand their role in enhancing organizational ambidexterity in the organization under study.
2. The research provides results based on the theoretical literature and practical foundations of the research, which can be utilized by the management of the organization under study to implement the subject matter on the ground, enhancing its overall performance.
3. The research draws the attention of the Rutba Municipality Directorate to the topic of strategic capabilities, to identify the capabilities it possesses and how to leverage them more effectively to enhance the organizational ambidexterity of its directorate. It also seeks to identify the capabilities that the directorate can leverage in the long term.

Third: Research Objectives:

The research seeks to achieve a set of objectives, including:

1. Providing results and recommendations based on the scientific reality of the organization under study, which will significantly contribute to shedding light on the most significant weaknesses that the directorate's management seeks to address in the near term.
2. Assisting the Rutba Municipality Directorate's management in identifying and analyzing indicators specific to the research variables to clarify the correlation and influence between strategic capabilities and organizational ambidexterity within their directorate.
3. Directing the attention of the organization under study toward its most prominent strengths and weaknesses through a set of conclusions and providing them with several recommendations aimed at enhancing strengths and addressing weaknesses in the organization under study.
4. Identifying the nature of the relationship between the study variables in the Rutba Municipality Directorate and determining whether this relationship is positive or

negative, and whether this relationship plays a role in enhancing organizational ambidexterity.

Fourth: Research Hypotheses:

The research hypotheses represent an initial perspective for solving the research problem. The main and sub-hypotheses were formulated as follows:

The first main hypothesis (H0): *There is no statistically significant correlation between strategic capabilities in its dimensions (management and flexibility of the workforce, knowledge management application, resources, efficiency and capabilities, communication and cooperation) and organizational ambidexterity.*

From this main hypothesis, the following sub-hypotheses emerge:

- First Sub-Hypothesis: There is no statistically significant correlation between management and workforce flexibility and Organizational ambidexterity.
- Second Sub-Hypothesis: There is no statistically significant correlation between knowledge management application and Organizational ambidexterity.
- Third Sub-Hypothesis: There is no statistically significant correlation between resources, competencies, and capabilities and Organizational ambidexterity.
- Fourth Sub-Hypothesis: There is no statistically significant correlation between communication and collaboration and Organizational ambidexterity.

The second main hypothesis (H0): *There is no statistically significant relationship between strategic capabilities in its dimensions (management and workforce flexibility, knowledge management application, resources, competence, and capabilities, communication and cooperation) and organizational ambidexterity.*

From this main hypothesis, the following sub-hypotheses emerge:

- First Sub-Hypothesis: There is no statistically significant impact of management and workforce flexibility and Organizational ambidexterity.
- Second Sub-Hypothesis: There is no statistically significant impact of knowledge management application and Organizational ambidexterity.
- Third Sub-Hypothesis: There is no statistically significant impact of resources, competencies, and capabilities and Organizational ambidexterity.
- Fourth Sub-Hypothesis: There is no statistically significant impact of communication and collaboration and Organizational ambidexterity.

Fifth: Hypothetical Model:

The purpose of the hypothetical diagram is to demonstrate and clarify the relationship between the main and related sub-research variables, and to draw a preliminary impression of the relationship between the study variables. Figure 1 illustrates the hypothetical research diagram, represented by the correlation and influence between the two research variables, as follows:

1. Independent variable: Strategic capabilities: represented by its dimensions (management and workforce flexibility, knowledge management application, resources, efficiency and capabilities, communication and cooperation). Based on the study of Idolor et al. (2023).
2. Dependent variable: Organizational ambidexterity, represented by its dimensions (exploration and exploitation). Based on the study of Zeebaree (2024).

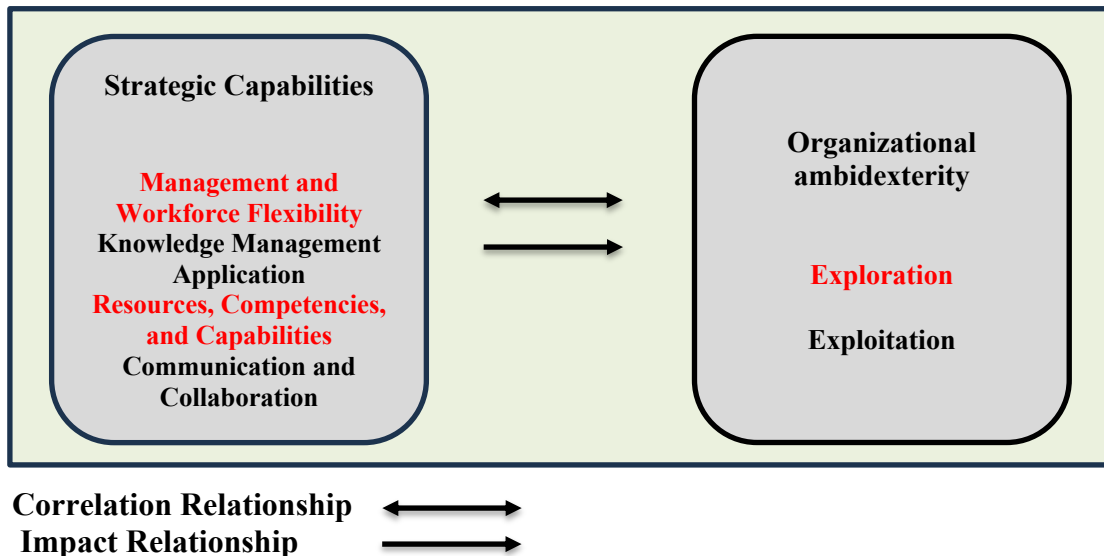


Figure (1): Hypothetical Model

Sixth: Research community and sample:

The research sample included a part or section of the individuals of the community to be studied that has the same characteristics as the community to be studied, as the method of random intentional sampling was relied upon as it is one of the important methods that gives the researcher accuracy in the results he obtains, and it is referred to as a sample that has the same characteristics as the studied community, as the research sample included a group of workers in the Rutba Municipality Directorate consisting of 61 employees who represented (department officials in the directorate, engineers, technicians, and administrative workers in the directorate) because they have a high scientific and cultural level in addition to their experience and the fact that most of them are responsible for making individual and collective decisions that contribute to strengthening the organizational prowess of their directorate.

Seventh: Research Boundaries:

1. Temporal Boundaries: The research's temporal boundaries covered the period from October 14, 2024, to May 31, 2025, the period the researcher spent completing his research.
2. Spatial Boundaries: The spatial boundaries were represented by the Rutba Municipality Directorate, one of the directorates affiliated with the Al-Anbar Municipality Directorate, affiliated with the Ministry of Municipalities, Housing, and Public Works in Iraq.

The Theoretical Side of the Research

Strategic Capabilities

The Concept of Strategic Capabilities:

Organizations today have a growing need for strategic capabilities, as they help them achieve and maintain strategic superiority in a world filled with challenges and changes. Strategic capabilities refer to the potential and material, human, and financial resources an organization possesses to achieve its long-term goals. The concept of strategic capabilities emerged as an important area of research in strategic management by researchers in the early 1990s. This concept represents a fundamental element in the development of an organization's resources, including its assets and skills (Parnell, 2011: 134). Strategic capabilities are complex knowledge and skills that help organizations utilize their resources to coordinate their activities more effectively to build an inimitable competitive advantage (Evanthi & Azhar, 2023: 32). (Chen et al., 2008: 112) defined them as the extent to which an organization contributes to the development of its core competencies and competitive advantage, leading to enhanced overall performance. Strategic capabilities represent a complex and cumulative set of skills and knowledge that enable an organization to coordinate its activities and utilize its assets to create value and a sustainable competitive advantage (Runtu & Ellitan, 2021: 1170). For our part, we define strategic capabilities as a set of capabilities, skills, and special attributes upon which an organization relies to build and develop its human and material competencies to achieve its strategic objectives to the best of its ability. The organization's view of strategic capabilities emerged from strategic management, focusing on competitive value based on benefits. This perspective focused on building distinctive core competencies that are difficult for competitors to easily imitate (Melesse & Knatko, 2024: 3). Joyce & Slocum (2012) believe that strategic capabilities play a significant role in enabling organizations to adapt their operations competitively in a complex, dynamic environment (Nwangi & Kariuki, 2021: 2). While (Hubbard et al., 1996-2007) believe that developing and effectively utilizing strategic capabilities is an important means of achieving success, they explain that strategic capabilities are characterized by three distinct characteristics: difficulty in imitating them, their value to customers, and the superiority of organizations that produce or possess them (Rumaji, 2019: 182). The most important characteristic of strategic capabilities is their rarity and difficulty in imitating them by other organizations, which makes them of great value to those seeking them and, consequently, their most important source of distinction for organizations. When discussing capabilities, it is important to differentiate between strategic capabilities and organizational strategies. Strategies are methods an organization relies on to plan for its future, as they are integrated into the decision-making process and based on formal and detailed procedures for results. Strategic capabilities, on the other hand, refer to a set of capabilities, resources, and tools possessed by an organization that enhance its strategies to achieve a competitive advantage (Lima et al., 2021: 93). From here, it becomes clear that the concept of strategic capabilities includes two important aspects. The first is the allocation of human resources in a strategically important process, through which human resources become a strategic resource that achieves a competitive advantage for the organization. The

other aspect is how strategically allocated human resources perform their strategic functions and activities (Kim, 2010: 8). Any deviation in the focus on these capabilities will reduce organizations' competitiveness and make it difficult for them to apply their rare and valuable capabilities, making them easy for competitors to imitate. These capabilities cannot be replaced because strategists focus on protecting the key areas that provide them with a dominant competitive advantage (Chepkole & Deya, 2019: 106). Organizations use strategic capabilities to achieve a clear competitive advantage. For more than a century, the Mercedes-Benz Group has developed and manufactured cars that are globally recognized as the best. The company has focused on strategic capabilities for innovation, technical know-how, and service quality. Consequently, Mercedes-Benz is considered the safest, most comfortable, and most technologically advanced car on the road (Simon et al., 2011: 1307). From this, it becomes clear to us that experienced organizations can build a set of strategic capabilities that distinguish them from other organizations in distinctively providing their services, making them different in the eyes of others. This difference and distinction are reflected in a high reputation and status compared to other competing organizations.

Importance of Strategic Capabilities:

Strategic capabilities are a critical component of today's organizations, helping them seize opportunities and avoid threats. Therefore, organizational leaders must continually develop their capabilities in line with the changing environment surrounding them, ensuring they can keep pace with these changes. Strategic capabilities determine an organization's competitive advantage, demonstrating its superiority over its competitors and its competitive advantage. They also determine its ability to implement its strategy and indicate what is required to activate it, as it is a combination of processes, systems, data, technology, and expertise (Hautala, 2021:6). Today, strategic capabilities are a fundamental pillar for organizations seeking to remain ahead of their competitors. Their superiority is not limited to relying solely on cost reduction and quality, but rather requires them to achieve their goals efficiently and effectively by relying on their strategic capabilities, which are a means and working method through which they seek to compete and gain precedence in their field of work (Alqubelat et al., 2023:770). (Barney:1991) stated that for strategic assets to meet a set of criteria to be considered resources of strategic value, they must have the ability to enhance the organization's effectiveness and efficiency, and their scarce resources must be difficult to replace and of high value (Hagoug & Abdalla, 2021: 48).

Strategic capabilities are common attributes of organizations that contribute to their core successes and include relevant production processes, technology adoption, logistical capabilities, and new product development. The list of strategies that organizations may need to maintain their position is important, as they play a critical role in the organization's acquisition of competitive advantages (Taka, 2021: 2). These capabilities stem from within the organization and its resources, and the strength of an organization is what enables it to compete and survive in the long term (Hattab et al., 2023: 16). From the above, the researcher believes that strategic capabilities play a major role in the success of organizations. Their importance is highlighted by their ability to enhance the organization's future planning processes, in addition to their ability to help senior management in organizations manage their risks more effectively than organizations that lack these capabilities. They also contribute to enhancing organizational

innovation and creativity, leading to the achievement of operational efficiency for the organization.

Types of Strategic Capabilities:

Strategic capabilities are essential assets and skills for an organization. According to the Resource-Based Value (RBV) theory, an organization's competitive advantage stems from its diverse internal capabilities, not external factors. Therefore, organizations must continually enhance their capabilities through research and development (R&D) and strategic partnerships (Marfo et al., 2024:4-5). According to the theory, an organization's resources form the basis of strategic capabilities. They include intangible resources such as innovation, idea generation, human resources, and product or service quality, as well as tangible resources such as equipment and location (Lerner & Almor, 2022:112). Researchers have identified different types of strategic capabilities, including managerial capabilities, technological capabilities, and marketing capabilities. Managerial capabilities enable organizations to control costs, integrate logistics systems, financial management, and human resource management, and accurately forecast profitability and revenues. Technological capabilities enable an organization to develop new products and manufacturing processes, develop technology, monitor quality, and predict technological changes (Kaliappen et al., 2019:44-45).

(Song et al, 2007) argue that marketing capabilities focus on knowledge of the market, customers, and competitors, as well as skills in forecasting demand, segmenting the market, setting prices, and promoting and advertising goods and services (Parnell & Brady, 2029:5). Information technology capabilities are viewed as data analysis skills that enable an organization to achieve strategic flexibility and integrate its technical information with market information. It is not sufficient to possess only technological capabilities, but also an effective information system. Therefore, these capabilities must be structured to adapt to constantly changing conditions to be used in interactions between organizational units and the external environment (Seyhan et al., 2017:149).

Human resource capabilities concern managers and employees working within organizations, as the skills and competencies of employees contribute to human resource capabilities, which positively or negatively impacts the overall performance of the organization (Taka, 2021:12). On the other hand, (Dangelico et al:2017) identified human resources, technological capabilities, material capabilities, financial capabilities, and government regulations as strategic capabilities through which organizations can improve their competitiveness (Idolor et al,2023:239). It is natural for researchers to have multiple and differing viewpoints regarding the types of strategic capabilities possessed by organizations, as these capabilities vary depending on the organization, the nature of its work, the services it provides to society, and the goals it seeks to achieve in the long term. For our part, we agree with the division provided by (Desarbo et al,2005:59), as they divided strategic capabilities into several sections that are used according to the organization's need for them, as shown in Table No. (1).

Table No. (1) Types of strategic capabilities

Strategic Capabilities	Analysis Categories
Management Capabilities	Integrated Logistics Systems - Cost Control Capabilities - Financial Management Skills - Human Resource Management Capabilities - Profitability and Revenue Forecasting - Marketing Planning Process
Marketing Capabilities	Customer Knowledge - Competitor Knowledge - Integration of Marketing Activities - Market Segmentation and Targeting Skills - Effectiveness of Pricing Programs - Effectiveness of Advertising Programs
Market Connectivity Capabilities	Market Sensing Capabilities - Customer Connection Capabilities - Strong Supplier Relationships - Customer Retention Capabilities - Distribution Channel Building Capabilities
Information Technology Capabilities	IT Systems for New Product Development Projects - IT Systems for Functional Integration - IT Systems for Technical Knowledge Creation - IT Systems for Marketing Knowledge Creation - IT Systems for Internal Communications
Technological Capabilities	New Product Development Capabilities - Manufacturing Processes - Technology Development Capabilities - Forecasting Technological Changes - Production Facilities

Adapted from Desarbo, W. S., Di Benedetto, C. A., Song, M. & Sinha, I. (2005). Revisiting the Miles and Snow Strategic Framework: Uncovering Interrelationships between Strategic Types, Capabilities, Environmental Uncertainty, and Firm Performance. *Strategic Management Journal*, 26 (1), 47-74

Organizational ambidexterity:

The Concept of Organizational Ambidexterity:

The word (ambidextrous) is derived from the Latin roots (ambi) meaning "both," and (dexter) meaning right or appropriate. Thus, in English, ambidextrous refers to the ability to use both hands with equal dexterity (Salih & Hamad, 2024: 1168). Today, an organization's ability to balance exploring new opportunities and exploiting available resources is critical in today's competitive business environment. This ability is known as organizational ambidexterity and is particularly important for organizations facing resource constraints as they strive to compete in dynamic environments (Sugianto et al., 2025: 45). (Birkinshaw & Gibson:2004) stated that the term organizational ambidexterity was first used by Duncan in a 1976 paper, in which he demonstrated that organizations can manage the priorities of their overlapping activities by creating "dual structures," whereby specific business groups within units focus on alignment, while other units focus on adaptation. This later became known as structural ambidexterity (Atiyah & Turki, 2024:10).

Organizational ambidexterity refers to an organization's ability to explore and exploit emerging technologies and markets where efficiency, control, and incremental improvement are valued, as well as new technologies and markets that require flexibility, independence, and experimentation (Yunita et al., 2023:2). For our part, we define organizational ambidexterity as an organization's ability to adapt quickly and flexibly to changes in its internal and external environment to achieve its goals with greater efficiency and effectiveness. Organizational ambidexterity is a reflection of an organization's ability to quickly adapt to changes occurring within its environment, primarily in addition to its ability to deal with internal events and changes. It is a crucial element for organizations today, reflecting the extent to which organizations can handle two events simultaneously. Organizations seeking success and continuity in their operations require them to outperform their competitors by constantly working to improve themselves, adapt, and develop their skills. This requires them to excel in exploiting their existing resources and exploring all available opportunities, as well as enhancing their efficiency in seeking new resources and exploring new horizons (Zeebaree, 2024:25).

(Ürü et al., 2024:5) Also demonstrates that organizational ambidexterity focuses on the flexibility and efficiency of organizations in adapting to the major changes occurring within their environment. This is what was demonstrated by (Gibson & Birkinshaw, 2004: 210; Lin et al., 2007: 1646; Han & Celly, 2008: 335), who stated that the term ambidexterity in organizational literature reflects an organization's ability to achieve two contrasting goals simultaneously, such as manufacturing efficiency and flexibility, or global integration and local responsiveness. One of the good organizations that possessed this ability was Seiko, which in the mid-1960s transformed from a mere mechanical watch company to a quartz and mechanical watch company at the same time (Akdoğan et al., 2009: 18). From our perspective, ambidexterity is nothing but a combination of innovation and flexibility, as well as the ability to make strategic decisions for the organization simultaneously to enhance its overall performance to meet future challenges that beset organizations.

The Importance of Organizational Ambidexterity:

Ambidextrousness is the ability to meet organizations' ongoing need to engage in both exploration and exploitation with equal ease (Maclean et al., 2021:693). This means that an ambidextrous organization can handle incremental and disruptive innovation, as well as simultaneously achieve short- and long-term goals. When this organizational ambidexterity focuses on organizational social responsibility, it means that the organization can balance its economic goals with its social and environmental responsibilities (Yomona et al., 2024:11). The concept of organizational ambidexterity is based on the constant need for organizations to re-align themselves with changing technological, social, and economic environments to ensure their long-term survival and success, while simultaneously ensuring their efficiency and consistency with existing operations (Leitão et al., 2024:5).

Ambidextrousness plays a significant role in organizational development, impacting the overall performance of organizations. Organizations rely on these interconnected factors to achieve their performance. If one of these factors is not effective, it will negatively impact the others, naturally leading to poor performance (Harjono & Soebagio, 2023: 697). The concept of organizational ambidexterity is critical for organizations today, as they often must strike a balance between the need for innovation and growth on the one hand, and the need to maintain traditional values and practices on the other (Bürgel & Hiebl, 2024: 3). (Gibson & Birkinshaw:2004) demonstrate that organizational ambidexterity is not limited to the presence of exploitation and exploration activities alone, but rather is a mechanism that requires strategic integration guided by similar values and shared aspirations within the organization. However, a line must be drawn between allocating a portion of investments to search for uncertain alternatives and using currently available information to maximize current returns (Sarmad et al., 2024: 5). Organizational ambidexterity involves exploring and acquiring new knowledge from the external environment, as well as exploiting and reusing existing internal knowledge. Therefore, ambidexterity is important for organizations because their customers seek innovative solutions and effective service delivery (Fu et al., 2019: 4). Furthermore, it enhances an organization's ability to pursue two distinct tasks simultaneously and with equal ambidexterity—that is, enhancing the organization's ability to simultaneously exploit and explore. Researchers have increasingly recognized the key contribution of organizational ambidexterity to enhancing organizational performance sustainably (Mutisya et al., 2020: 12). For our part, we believe that the importance of organizational ambidexterity lies in organizations' ability to deal with more than one event simultaneously, which makes them better

prepared to face the challenges they face and achieve the success they aspire to—that is, their ability to simultaneously handle action and reaction.

Dimensions of Organizational Ambidexterity:

Exploration and exploitation are the two most commonly used dimensions of Organizational ambidexterity, Lavikka et al. (2015) and Fourné et al. (2019) assert that ambidexterity is the state in which an organization is equally successful in both exploitation and exploration (Mankgele, 2023:66). March (1991) introduced the concepts of exploration and exploitation which serve as the foundation of ambidexterity based on models of rational choice and theories of bounded rationality. He depicted exploration as “search, diversification, risk-taking, experimentation, flexibility, and innovation,” whereas exploitation was characterized as “refinement, selection, production, efficiency, culling, and implementation” (Campbell et al., 2025:2). The tension between exploitation and exploration lies at the heart of the concept of Organizational ambidexterity, and the prospect of achieving success by balancing these two forces has attracted considerable attention from researchers with diverse perspectives (Diaz-Molina, 2019:4). In addition, another researcher by the name of March provided definitions for exploration and exploitation as the dimensions of Organizational ambidexterity, describing them as distinct activities that involve inherent trade-offs contributing to the achievement of organizational objectives (Njiru & Mutua, 2024:158).

Tushman and O’Reilly (1996) argued that, in the face of rapid changes, relying solely on flexibility might prove ineffective; therefore, organizations must adopt both exploration and exploitation simultaneously. They proposed that this balance can be achieved by creating structurally independent sub-units for exploration and exploitation each with its alignment in terms of personnel, structure, processes, and cultures while maintaining targeted integration to ensure the proper usage of resources and capabilities (O’Reilly & Tushman, 2013:7). Organizational ambidexterity is positively and significantly correlated with organizational performance; the more effectively active organizational units manage exploratory and exploitative activities, the higher the performance outcomes (Kassotaki, 2022:1).

Exploitation focuses more on improvement, efficiency, selection, and implementation, while exploration requires searching, diversification, experimentation, and discovery. If it is related to knowledge, exploitation involves improving existing knowledge, while exploration consists of acquiring new knowledge and opportunities. Therefore, ambidexterity also involves efforts to integrate external and internal knowledge (Maguni et al., 2023:5). Exploration and exploitation require fundamentally different structures, processes, strategies, capabilities, and cultures and may have different impacts on an organization's adaptation and performance (Akdoğan et al., 2009:20). Table (2) illustrates some of the differences between the concepts of exploitation and exploration.

Table No. (2) The difference between exploration and exploitation

	Exploration	Exploitation
Concept	Radical innovations designed to meet the needs of emerging customers or markets	Incremental innovations designed to meet the needs of existing beneficiaries or markets
Results	New designs, new markets, and new distribution channels	Existing designs, existing markets, and existing distribution channels
Knowledge Base	Require new knowledge and build on existing knowledge	Building and expanding existing knowledge and skills
Outcome	Research, diversity, flexibility, experimentation, and risk-taking	Improvement, production, efficiency, and implementation
Performance Implications	Long-term benefit	Short-term benefit

Jansen, J. (2005). *Ambidextrous organizations: a multiple-level study of absorptive capacity, exploratory and exploitative innovation, and performance* (No. 55).

Strategic Capabilities and Organizational Ambidexterity:

Strategic capabilities are a crucial element in enhancing organizational ambidexterity, through their significant role in achieving organizational goals efficiently and effectively. The role of strategic capabilities lies in their ability to enhance organizations' vision to achieve the organizational integration they seek, enabling them to properly and effectively control their resources and create appropriate change to deliver a sustainable advantage through their services. An organization's sustainable advantage stems from its tangible internal resources and intangible external resources that can be converted into internal capital. Strategic capabilities focus on the rapid adoption of resources that contribute to developing innovation activities in response to changes, enabling the organization to expand its vision regarding developments occurring within its environment (Abazeed, 2020: 1447).

A study (Alaskar et al., 2024) demonstrated that big data analytics and strategic capabilities have a significant impact on organizational ambidexterity and, consequently, innovation performance. Organizational ambidexterity is a mediator between big data analytics capabilities and innovation performance, and between strategic innovation capabilities and innovation performance. Delving into this study lies in knowing what capabilities the Rutba Municipality Directorate possesses and what its role is in enhancing its organizational ambidexterity. This, in turn, prompted us to know what capabilities the Directorate possesses and what its role is in enhancing organizational ambidexterity, and whether this role has a positive or negative impact from the point of view of its staff. This is what prompted us to delve into the practical aspect of the study by proposing hypotheses to determine the results that the research will reach through the practical aspect of the study.

The Practical Framework of the Research

Axis One: Analysis of the Reliability Test:

The reliability test (Cronbach's Alpha) is one of the key statistical measures. It was developed by Lee Cronbach in 1951 to provide a measure of the internal consistency of statistical tests, expressed mathematically as a number between (0 and 1), (Tavakol & Dennick, 2011:53). Upon examining Table (3), we observe that the Cronbach's Alpha value for the two research variables strategic capabilities and Organizational ambidexterity combined is approximately (0.975),

This very high value indicates that both research variables have successfully passed the reliability test. Furthermore, the independent variable (strategic capabilities) achieved a value of about (0.964), indicating that it has a high reliability coefficient statistically, while the dependent variable (Organizational ambidexterity) attained a high reliability value of (0.930), This means that each of the research variables individually has successfully passed the reliability test.

Table (3): Cronbach's Alpha Reliability Test for the Two Questionnaire Variables (Strategic Capabilities and Organizational Ambidexterity)

Study variables		Cronbach's Alpha Reliability Coefficient	Researcher's comment
Independent	Strategic Capabilities	0.964	The respondent variable items have strong reliability.
Respondent	Organizational ambidexterity	0.930	The respondent variable items have strong reliability.
Total Questionnaire Items		0.975	Very strong reliability exists across all questionnaire items.

Second Axis: Descriptive Analysis of Research Variables:

In this part of the research, we will shed light on the description of the research variables, strategic capabilities with its dimensions (management and workforce flexibility, knowledge management application, resources and competency management, communication and cooperation) and organizational ambidexterity with its dimensions (exploration and exploitation), through conducting statistical analyses and relying on a set of statistical methods and tools such as (weighted arithmetic mean, standard deviation, coefficient of variation and relative importance), in addition to knowing the correlation and influence relationships between the research variables and their dimensions, through the use of some statistical equations, including the simple linear regression equation.

First: Presentation and Analysis of the Dimensions of the Independent Variable (Strategic Capabilities):

It is clear to us from Table No. (4) that the independent variable, strategic capabilities, achieved a good response to all of its paragraphs in general, as the value of its weighted arithmetic mean in general reached (3.90), and this is a good and high level from a statistical point of view, as it is higher than the hypothetical arithmetic mean of (3), while the value of its standard deviation reached (0.87) and the coefficient of variation for the answers of the researched sample was (22.41), while the value of the relative importance of the variable reached (78.09). These percentages show us that the sample members in the Rutba Municipality Directorate had a clear interest in all paragraphs of the independent variable (strategic capabilities), through what their answers to the questionnaire paragraphs reflected, and this in turn was reflected positively on the results of the statistical analysis, which showed the homogeneity of their answers as well as their understanding of the questionnaire paragraphs. About the dimensions of the variable, its results were as follows:

- 1. Analysis of the dimension (Management and Workforce Flexibility):** Table 4 shows that the first dimension (Management and Workforce Flexibility) achieved a weighted arithmetic mean of (3.85). This value is statistically significant, as it is higher than the

hypothetical mean value of 3. This indicates that most members of the research sample have sufficient knowledge and understanding of the items in this dimension. The standard deviation for the dimension was (0.89), indicating homogeneity among the respondents in their responses. The coefficient of variation for this dimension was (23.43), while its relative importance was (77.01). These statistical ratios indicate a clear interest on the part of the Rutba Municipality Directorate in the dimension (Management and Workforce Flexibility) when responding to its items.

2. **Analysis of (Knowledge Management Application) Dimension:** Table No. (4) shows that the second dimension (application of knowledge management) achieved a statistically weighted arithmetic mean of (3.95), and this value is considered somewhat very high, as it is higher than the hypothetical statistical mean. The standard deviation value reached (0.96), and this value is somewhat high, indicating the lack of homogeneity of the individuals of the researched sample when answering the questions of this dimension. The coefficient of variation for this dimension reached (24.16), and the relative importance of this dimension was (79.2). This answer reflects a kind of difficulty on the part of the sample in understanding the meaning of applying knowledge management, as it is characterized by the predominant professional aspect of the specialization (the field of engineering), which reflected a kind of disagreement among the respondents about the importance of this dimension.
3. **Analysis of (Resources and Competence Management) Dimension:** Upon closer examination of Table No. (4), it becomes clear to us that the third dimension (resources and competency management) achieved a good value for its arithmetic mean of (3.98). This is a good value from a statistical point of view, as it is higher than the hypothetical mean. It indicates that the sample subject to the research largely agrees on the importance of resources and the management of the competencies working within it in enhancing the organizational proficiency of the directorate in general, while the value of the standard deviation for the dimension in general reached (0.79). This decrease, although not large, is good and reflects the homogeneity of the sample's answer to some extent on the importance of this dimension. Meanwhile, the value of the coefficient of variation reached (19.9), and the relative importance of this dimension recorded a value of (79.6). This indicates that the individuals of the researched sample in the Rutba Municipality Directorate knew the extent of the importance of the materials they possessed, in addition to their competencies, in achieving better proficiency for the organization.
4. **Analysis of (Communication and Collaboration) Dimension:** The fourth dimension (communication and cooperation) achieved a good statistical mean of (3.90), which is higher than the hypothetical statistical mean. It indicates that the individuals of the researched sample had a good interest in the status of communication and cooperation in work due to its great importance, as it is a basic element in the organizational prowess of the Rutba Municipality Directorate, in addition to being an essential part of the daily dealings between departments and employees. The standard deviation value for the dimension reached (0.78), and the coefficient of variation for the total of this dimension was (22.72). The relative importance reached (76.73), which shows that the directors of the Rutba Municipality have an interest in the above dimension when they answer the questionnaire paragraphs.

Table (5): Weighted Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Strategic Capabilities and Their Dimensions.

<i>Questions</i>		<i>Mean</i>	<i>St. dev.</i>	<i>Coefficient of Variation</i>	<i>Relative Importance</i>
1	Our municipality's management is characterized by its willingness to learn, share knowledge and insights, and form effective teams.	3.98	0.79	19.88	79.67
2	Our municipality's management has the ability to react quickly and effectively to changes, identifying threats and transforming them into opportunities.	3.75	1.02	27.17	75
3	Our municipality's management works to quickly accumulate the knowledge and relationships needed to respond to environmental changes.	3.88	0.88	22.78	77.67
4	Our municipality's management has a flexible and well-organized framework for cross-training skills and a staff coordination policy.	3.87	0.9	23.89	75.67
<i>Management and Workforce Flexibility</i>		3.85	0.89	23.43	77.01
5	Our municipality has processes for applying the knowledge gained from experience.	3.83	1.03	26.81	76.67
6	Our municipality uses this knowledge to improve the services it provides.	3.93	0.92	23.34	78.67
7	Our municipality uses this knowledge to adjust its strategic direction.	3.96	0.92	23.34	79.33
8	Our municipality leverages new knowledge.	4.07	1.01	24.74	81.33
<i>Knowledge Management Application</i>		3.95	0.96	24.16	79.02
9	Our municipality has the ability to implement diverse processes and utilize various facilities to achieve its objectives.	3.92	0.77	19.55	78.33
10	Our municipality has the ability to leverage its internal resources and capabilities to achieve good performance.	4.03	0.77	19.35	80.67
11	Our municipality's policies, procedures, cultural practices, structures, and technical competence are well understood and applicable.	4.01	0.9	22.55	80.00
12	Our municipality has a strong ability to modify its resources, personnel, equipment, and assets as needed.	3.87	0.81	21.01	77.33
13	Our municipality's operations and functions are flexible and subject to change by management.	4.08	0.7	17.05	81.67
<i>Resources and Talent Management</i>		3.98	0.79	19.9	79.6
14	Good communication and collaboration between counterpart directorates strengthens their ties and improves their operational capacity.	3.8	0.82	21.56	76
15	Sharing risks, improving service effectiveness, and fostering innovation are all characteristics of good communication.	3.75	1.05	28.04	75
16	Proactive communication with other directorates leads to sustainable exchange, sharing, or joint development of the services we provide.	3.78	0.9	23.89	75.67
17	Through communication and partnerships, our municipality can leverage external resources and transfer knowledge to enhance organizational learning.	4.03	0.76	18.8	80.67
18	Through collaboration and alliance building, our municipality develops policies that enable it to share administrative space and build social relationships with others.	3.82	0.81	21.3	76.33
<i>Communication and cooperation</i>		3.84	0.87	22.72	76.73
<i>Total for the s Strategic Capabilities variable</i>		3.90	0.87	22.41	78.09

Second: Presentation and Analysis of the Dimensions of the Dependent Variable (Organizational Ingenuity):

The dependent variable (organizational ambidexterity) achieved an average arithmetic mean of (3.98), which is a good value and a high percentage, as it is higher than the hypothetical arithmetic means of 3. It reflects a kind of general homogeneity in the answers given by the responding individuals, while the standard deviation of the variable was (0.86), and the value of the coefficient of variation for the sample’s answers was (21.59). The value of the relative importance of the variable reached (79.68). This shows that most of the respondents in the Rutba Municipality Directorate had a clear agreement on the importance of this variable, and this was reflected in the answer result shown in Table No. (5). Regarding the dimensions of the variable, its results were as follows:

1. **Analysis of (Exploration) Dimension:** When examining Table No. (5), it becomes clear to us that this dimension has achieved, from a statistical standpoint, a good arithmetic mean, which reached a peak of (3.99), which is higher than the hypothetical statistical mean of (3), while the standard deviation of the dimension was (0.87), and this shows the clear homogeneity among the sample members and their agreement on the importance of this dimension, while the coefficient of variation was (21.79), while the relative importance of the dimension recorded a value of (79.87), and this shows the extent of interest and clear knowledge by the sample subject to the research of the study variables.
2. **Analysis of (Exploitation) Dimension:** Table No. (5) shows that the dimension (exploitation) achieved an arithmetic mean value of (3.97), and this value is good and somewhat high from a statistical point of view, while the value of the standard deviation of the dimension reached (0.84) and its coefficient of variation was (21.39), while the relative importance of the dimension recorded a good value of (79.47), and these results show that the individuals of the sample subject to the research pay attention to the dimensions of the study.

Table (5): Weighted Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Organizational Ingenuity and Its Dimensions.

<i>Questions</i>		<i>Mean</i>	<i>St. dev.</i>	<i>Coefficient of Variation</i>	<i>Relative Importance</i>
1	Our municipality is working to develop its financial capabilities to provide new and innovative services.	3.95	1.05	26.54	79
2	Our municipality's management seeks to establish strategic partnerships to enhance its overall performance.	3.87	0.77	19.9	77.33
3	Our municipality's management seeks new methods and approaches to identify available opportunities.	3.95	0.77	19.9	77.33
4	Our municipality's management is interested in developing and fostering new ideas.	4.03	0.94	23.26	80.67
5	Our municipality's management supports the research and development efforts of its employees.	4.17	0.85	20.33	83.33
exploration		3.99	0.87	21.79	79.87

6	Our municipality's management is putting in place systems and mechanisms to diversify its services.	3.98	0.89	22.4	79.66
7	Our municipality's management can restructure its internal operations to improve its services.	4.07	0.65	15.81	81.68
8	Our municipality's management is constantly seeking the technological tools necessary to achieve excellence in its services.	4.17	0.67	16.03	83.33
9	Our municipality's management is constantly striving to improve and develop its products to take advantage of available opportunities.	3.9	1	25.73	78
10	Our municipality's management seeks to strategically capitalize on available opportunities to improve its services.	3.73	1.01	26.95	74.67
exploitation		3.97	0.84	21.39	79.47
Total for the Organizational ambidexterity variable		3.98	0.86	21.59	79.68

Third Axis: Analysis and Testing of Research Hypotheses and Their Interpretation:

In this part of the research, we will analyze and test the results of the hypotheses of association and influence between the research variables, relying on the results of the statistical analysis through the use of a set of statistical tools, as follows:

1- Testing the main and sub-hypotheses of the research:

The first main hypothesis (H0): *There is no statistically significant correlation between strategic capabilities in their dimensions (management and workforce flexibility, knowledge management application, resources, efficiency, and capabilities, communication, and cooperation) and organizational ambidexterity.*

Testing the Sub-Hypotheses:

Table No. (6) shows that all dimensions of the independent variable, strategic capabilities, achieved statistically significant correlations with the dependent variable (organizational ambidexterity). All of these relationships were positive and at a significance level of (0.01). The dimension (management and workforce flexibility) achieved a significant correlation with the variable, organizational ambidexterity, with a value of (0.849**) at a significance level of (0.00), while the dimension (knowledge management application) achieved a significant correlation with a value of (0.811**), and the dimension (resources and competency management) achieved a correlation with a value of (0.874**), while the dimension (communication and cooperation) achieved a significant correlation with a value of (0.846**). All of these relationships were statistically strong at a significance level of 0.00. This indicates a clear interest on the part of the management and employees of the Rutba Municipality Directorate in the dimensions of strategic capabilities due to their significant impact on achieving organizational ambidexterity. This is positively reflected in the performance of the directorate in general when they seek to enhance the integrity of their organization for the better. Hence, it is clear to us that the management of the Rutba Municipality Directorate must increase its focus on exploiting the capabilities it possesses and work on applying them more widely, given its significant and influential role in enhancing its organizational ambidexterity in the long term.

Testing the Main Hypothesis:

It is clear from Table No. (6) that the independent variable, strategic capabilities, has achieved a strong, significant correlation with the dependent variable (organizational ambidexterity), at the general level, and it was at a statistically significant level (0.00). This relationship is strong

from a statistical point of view, and it also reflects the extent of interest of the sample members in the Rutba Municipality Directorate in the two research variables, as the correlation coefficient between the two variables had a very high value, as its value reached (0.920**).

Based on what the results of the statistical analysis showed between the two research variables at the overall level, we reject the first main research hypothesis:

The first main hypothesis (H0): *There is no statistically significant correlation between strategic capabilities in its dimensions (management and workforce flexibility, knowledge management application, resources, competence, and capabilities, communication, and cooperation) and organizational ambidexterity.*

We accept the alternative research hypothesis, which states...

The first main hypothesis (H1): *There is a statistically significant correlation between strategic capabilities in its dimensions (management and workforce flexibility, knowledge management application, resources, competence, and capabilities, communication, and cooperation) and organizational ambidexterity.*

Table (6): Correlation Between Strategic Capabilities and Its Dimensions with Organizational Ambidexterity (n=61)

Strategic capabilities \ Organizational ambidexterity	exploration	exploitation	Organizational ambidexterity
<i>Management and Workforce Flexibility</i>	0.886**	0.855**	0.849**
	0.000	0.000	0.000
<i>Knowledge Management Application</i>	0.972**	0.780**	0.811**
	0.000	0.000	0.000
<i>Resources and Talent Management</i>	0.799**	0.895**	0.874**
	0.000	0.000	0.000
<i>Communication and cooperation</i>	0.770**	0.870**	0.846**
	0.000	0.000	0.000
<i>Strategic capabilities</i>	0.859**	0.923**	0.920**
	0.000	0.000	0.000

Testing the Main and Sub-Hypotheses of Impact in the Research:

In this part, we will explain in detail the relationship of influence between the two research variables in general, concerning the relationship between the dimensions of the independent variable, strategic capabilities, with organizational ambidexterity, as shown in Table No. (7), based on the results obtained from the statistical program SPSS. The second main hypothesis of the research showed that:

The second main hypothesis (H0): *There is no statistically significant relationship between strategic capabilities in its dimensions (management and flexibility of the workforce, knowledge*

management application, resources, efficiency and capabilities, communication and cooperation) and organizational ambidexterity.

Through the results of the statistical analysis contained in Table No. (7), it becomes clear to us that the calculated value of F for the independent variable (strategic capabilities) reached 319.263, and this value is statistically very high, as it is greater than its tabular value, and was at the statistical significance level (0.00). From here, it becomes clear to us that there is a high impact of the independent variable (strategic capabilities) on the dependent variable (organizational ambidexterity) in the Rutba Municipality Directorate. This indicates that any change that occurs in the strategic capabilities will lead to a noticeable change in the variable (organizational ambidexterity), as shown in the following linear regression equation:

$$\text{Strategic Capabilities } 0.420 + 0.912 = \text{Organizational Ambidexterity (y)}$$

Regarding the value of the coefficient of determination (R^2), it reached (0.846), and this value shows that the independent variable, strategic capabilities, explains (84.6%) of the dependent variable, while the value of (β) resulting from the statistical analysis, which is ($\beta = 0.912$), indicates that any change in the strategic capabilities variable by one unit will also lead to a change in the organizational ambidexterity variable by a percentage of (91.2%), and this percentage is very high from a statistical point of view.

Based on the results of the statistical analysis of the two research variables, we reject the second main research hypothesis, which states:

The second main hypothesis (H0): *There is no statistically significant relationship between strategic capabilities in its dimensions (management and workforce flexibility, knowledge management application, resources, competence, and capabilities, communication and cooperation) and organizational ambidexterity.*

We accept the alternative research hypothesis, which states:

The second main research hypothesis (H1): *There is a statistically significant relationship between strategic capabilities in its dimensions (management and workforce flexibility, knowledge management application, resources, competence, and capabilities, communication, and cooperation) and organizational ambidexterity.*

Table (7): The Impact of Strategic Capabilities and Its Dimensions on Organizational Ambidexterity (n=61).

Independent Variables and Their Dimensions	B	A	R^2	R^2 Adjusted	F Calculated	Sig	Dependent Variable
Management and Workforce Flexibility	0.743	1.122	0.720	0.716	149.453	0.000	Organizational ambidexterity
Knowledge Management Application	0.677	1.308	0.658	0.652	111.709	0.000	
Resources and Competency Management	0.881	0.476	0.764	0.760	188.034	0.000	
Communication and Collaboration	0.780	0.991	0.716	0.711	146.355	0.000	
Strategic Capabilities	0.912	0.420	0.846	0.844	319.263	0.000	Organizational ambidexterity

Conclusions:

The research yielded several answers, including the following research question: Can the Rutba Municipality Directorate's management utilize its strategic capabilities to enhance organizational ambidexterity within its directorate? This was applied experimentally using statistical measures to measure both strategic capabilities and organizational ambidexterity. This study also contributed to understanding and analyzing the relationships between the two research variables, strategic capabilities and organizational ambidexterity, and demonstrated the role of these capabilities in enhancing agility within the directorate. Statistical analysis of the data derived from the questionnaire confirmed the existence of a statistically significant correlation between strategic capabilities and organizational ambidexterity among the sample of respondents. This indicates a clear interest on the part of decision-makers in the Rutba Municipality Directorate in the dimensions of strategic capabilities. The study results also showed that the variable of resources and competency management had the highest impact compared to the other dimensions addressed in the research. Therefore, the Rutba Municipality Directorate's management, represented by its leaders and experts, must focus more on its resources and competencies to enhance the directorate's organizational ambidexterity. Finally, in light of the achieved results, we propose conducting further studies to deepen understanding of the relationship between strategic capabilities to demonstrate their role in enhancing organizational ambidexterity, using, for example, other models to measure the extent of their impact in enhancing organizational ambidexterity. We also propose adding an intervening variable to the study to determine whether its addition to the study will contribute to strengthening the relationship between the two previous variables or whether it will negatively affect them.

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