



Ambidextrous Innovation and Business Resilience: A Systematic Literature Review

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ABSTRACT

Business resilience has become a strategic priority as organizations confront persistent turbulence, digital disruption, and recurrent crises. Yet prior studies have not cohesively explained how ambidextrous innovation strengthens resilience or under what conditions this relationship becomes more or less salient. This study addresses that fragmentation through a systematic literature review of 20 journal articles. The review identifies four recurrent themes. First, ambidextrous innovation enhances business resilience by enabling organizations to balance exploratory and exploitative innovation. Second, ambidextrous innovation can function as a mediating capability through which digital, technological, and strategic factors contribute to resilience. Third, business resilience may itself operate as a mediating mechanism that channels ambidextrous innovation into desirable outcomes, including organizational performance, innovation performance, and quality growth. Fourth, the strength of these relationships depends on contextual conditions such as turbulence, digitalization intensity, knowledge availability, and resource availability. The review also highlights the prominence of dynamic capability reasoning, the dominance of cross-sectional evidence, and the strong concentration of studies in emerging economies, particularly China, as well as in the SME sector. By synthesizing these fragmented findings, the paper advances a preliminary framework, a context-sensitive research agenda, and practical implications for SMEs, larger firms, and service organizations seeking to build resilience through balanced innovation.

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1. INTRODUCTION

Organizations increasingly find themselves in a world of VUCA (volatility, uncertainty, complexity, and ambiguity). Resilience is no longer a peripheral concern, but a strategic

imperative for an organization's survival, ability to adapt, and ability to renew. Resilience is defined as the ability of an organization to predict, absorb, transform, and overcome challenges, all whilst sustaining value creation. Resilience, viewed from the perspective of organizational capabilities, is the ability of an organization to prepare for disruptive events, adversity, and to adjust over the course of time (Duchek, 2020). Studies captured in this literature review similarly describe resilience as the ability of an organization to withstand adversity and adjust to turbulent conditions while ensuring continued organizational existence (Aldianto et al., 2021; Deng & Karia, 2025; Gayed & El Ebrashi, 2023). This review considers the term business resilience as an umbrella term that encompasses organizational resilience and firm resilience.

Simultaneously, ambidextrous innovation has been increasingly recognized as an important concept in the literature on strategic management, innovation, and organizational adaptation. Rooted in the exploration–exploitation logic of organizational learning, ambidextrous innovation is generally understood as the organizational capability to pursue both exploratory and exploitative innovation simultaneously and in a balanced manner (Chai et al., 2025; Kimbrough, 2011; Li et al., 2025; March, 2021; Sun et al., 2025). This dual orientation is particularly relevant to business resilience because resilience requires organizations to maintain operational efficiency while also remaining sufficiently adaptive to renew themselves when facing changing environmental conditions. Recent empirical studies further demonstrate that combining exploration and exploitation enhances resilience among small and medium-sized enterprises (SMEs), manufacturing firms, and organizations operating in crisis or turbulent environments (Gayed & El Ebrashi, 2023; Okrah et al., 2025; Trieu et al., 2023a).

Research focusing on both constructs continues to grow; however, the literature remains sparse on the combination of ambidextrous innovation and resilience. Some researchers view ambidextrous innovation as a standalone precursor to resilience (Gayed & El Ebrashi, 2023; Okrah et al., 2025). Alternatively, some researchers view ambidextrous innovation as a mechanism through which digital transformation, IT capability, digital technology affordance, digital capability, or ESG performance promote resilience (Deng & Karia, 2025; Sun et al., 2025; Trieu et al., 2023a; J. Zhang et al., 2021). Additionally, some researchers give resilience a distinct role of being a mediator who links ambidextrous innovation to performance outcomes, or as a moderator of the influence of external enablers, particularly FinTech, on the innovation capability (Chai et al., 2025; Liu et al., 2025; Pilav – Velic et al., 2024; F. Zhang et al., 2024).

Due to this fragmentation, three gaps have emerged. First, there is the ambiguity of the role of ambidextrous innovation in building resilience. It is unclear whether this role upon appearance serves as a direct driver, a mediator, or a constituent of the capability configurations of a larger system. Second, the cross-sectional, survey-based studies that dominate the evidence base provide scant opportunities for assessing causation, and for establishing a temporal framework (Al-Atwi et al., 2021; Gayed & El Ebrashi, 2023; Trieu et al., 2023). Third, the majority of the available evidence is focused on the emerging economies of China, the manufacturing sector, or the SMEs; in contrast, the service sector, developed economies, and the firms of the start-up stage have remained significantly less researched (Aldianto et al., 2021; Veiga et al., 2025; Wu & Li, 2024).

A further contextual issue also deserves emphasis. The current evidence base is heavily concentrated in emerging-economy settings, particularly China and Vietnam, as well as in manufacturing and SME contexts. This concentration matters because the ambidexterity–resilience relationship is likely to be shaped by differences in institutional conditions, resource endowments, and industry logics. In emerging economies, firms often operate under higher environmental volatility, institutional gaps, and resource constraints, which may make the balancing of exploratory and exploitative innovation more visibly tied to survival and resilience. By contrast, firms in advanced economies may rely more on mature institutional

support, stronger knowledge infrastructures, and more stable market mechanisms, which could alter both the urgency and the pathways of resilience formation. Similarly, in service-sector settings, resilience may depend less on production-oriented routines and more on intangible assets, customer experience management, digital integration, and organizational responsiveness. For these reasons, findings derived from manufacturing firms and SMEs in emerging economies should be interpreted with caution and should not be generalized uncritically across sectors and institutional environments.

A systematic literature review (SLR) of 20 selected studies that connect ambidextrous innovation to resilience will provide a response to these identified gaps. The aim is not to repeat that ambidexterity matters, but to refine and specify the degree of impact of ambidexterity, the conditions under which ambidexterity operates, and the roles that ambidexterity plays from a theoretical perspective. Within this context, the review synthesizes the identified patterns in the literature, develops an integrative framework, and advances a research agenda that is robust, context-sensitive, and theoretically integrative. In particular, the review seeks to clarify how the ambidexterity–resilience relationship is better understood as capability-based and configurational rather than as a simple linear association.

2. METHOD

This study employs a systematic literature review (SLR) approach to synthesize fragmented evidence on ambidextrous innovation and business resilience. Evidence-informed reviews in management research prioritize theory consolidation, pattern identification, and concept integration rather than bibliometric mapping (Snyder, 2019; Tranfield et al., 1995). The review process followed a PRISMA-style procedure to enhance transparency in screening, selection, inclusion, and exclusion decisions (Page et al., 2021).

Scopus was selected as the sole database because it provides broad and consistent coverage of peer-reviewed journals in management, innovation, entrepreneurship, and related business fields, while also offering stable metadata and search compatibility through Watase UAKE. Given the theory-synthesis orientation of the review, Scopus was considered sufficient as the primary retrieval source; however, reliance on a single database remains a limitation because relevant studies indexed elsewhere may not have been captured. Screening and coding were conducted by a single reviewer using explicit inclusion criteria and a standardized extraction sheet. This structured procedure helped improve consistency, but the absence of a second independent screener should still be recognized as a limitation.

The literature search was conducted on 3 March 2026 using Scopus via Watase UAKE. Various combinations of keywords related to ambidextrous innovation and resilience were employed. The search used the phrases “ambidextrous innovation,” “organizational ambidexterity,” and “innovation ambidexterity,” together with “organizational resilience,” “business resilience,” “firm resilience,” and “corporate resilience.” The review was limited to peer-reviewed journal articles published between 2016 and March 2026 and available at the time of the search.

The screening processes based in PRISMA identified 28 records. All records were topically aligned at title, abstract, and keywords. No records were removed at screening. Four reports were not retrievable, leaving 24 reports for the full-text eligibility assessment. Another four reports were excluded due to insufficient full-text provided or were tangential regarding core ambidexterity–resilience relationship. The final corpus consisted of 20 studies included.

Studies were considered included for four reasons: (1) they are articles published in peer-reviewed journals; (2) they have explicitly dealt with ambidextrous innovation or organizational ambidexterity and resilience; (3) they have full-text information sufficient for analysis; and (4) they are within the time frame of the review. Each article was coded based on

authorship, context, theoretical framework, main variables, mediators and moderators, methodology, study participants, and main findings using a standardized extraction framework. The synthesis of the coded articles was done thematically based on relational patterns, antecedents, mechanisms, prevailing theories, and persistent gaps in the literature.

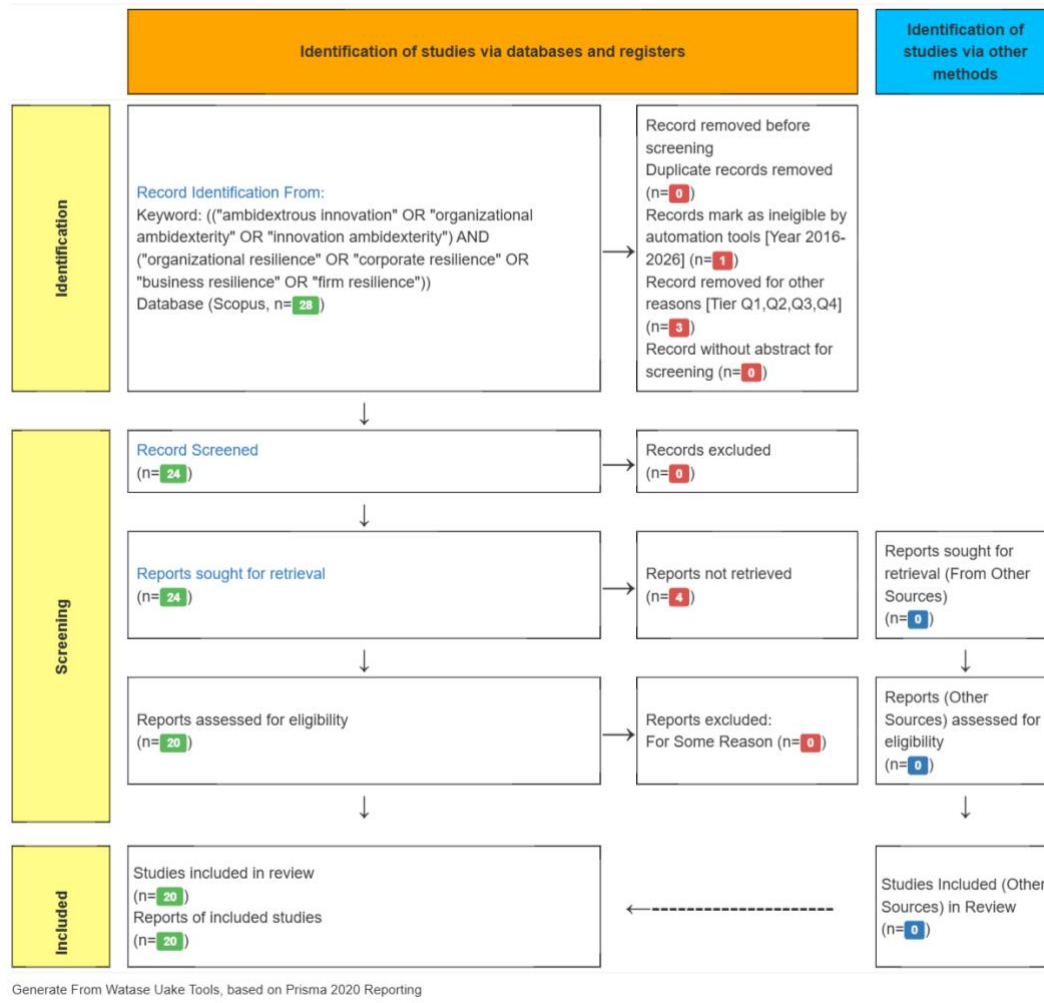


Figure 1. PRISMA-guided review process

Source: Author's synthesis based on the screening results.

Figure 1 summarizes the PRISMA-guided screening flow. The search initially identified 28 records. After title, abstract, and keyword screening, all 28 remained topically aligned, but four reports were not retrievable for full-text review. The remaining 24 reports were assessed for eligibility, and four were excluded because they lacked sufficient full-text information or were only tangentially related to the ambidexterity-resilience nexus. This process resulted in a final corpus of 20 studies.

Table 1. Summary of the 20 included studies

No	Study	Context	Method	Main insight
1	Wu & Li (2024)	China manufacturing firms	Survey; SEM	Digital capability improves organizational resilience through ambidextrous innovation.
2	Deng & Karia (2025)	China listed firms	Panel regression	ESG performance strengthens resilience through ambidextrous innovation capability.
3	Zhang et al. (2021)	China multi-industry	PLS-SEM + fsQCA	Digital transformation enhances resilience through exploratory and exploitative innovation.
4	Zhang et al. (2024)	China listed firms	Panel regression	FinTech development enhances ambidextrous innovation capability.

No	Study	Context	Method	Main insight
5	Liu et al. (2025)	China listed firms	Panel regression	Organizational resilience strengthens FinTech-driven ambidextrous innovation.
6	Li et al. (2025)	China manufacturing firms	Survey; SEM	Digital transformation promotes innovation ambidexterity through knowledge mechanisms.
7	Saleh et al. (2023)	Multi-country literature	Systematic review	Identifies multilevel determinants that make innovation ambidexterity manageable.
8	Karman & Savanevičienė (2021)	Baltic organizations	Survey; SEM	Ambidexterity mediates the effect of dynamic capability on competitiveness.
9	Audretsch & Belitski (2021)	European SMEs	Regression	Resilience shapes the performance value of complex knowledge.
10	Trieu et al. (2024)	Vietnam SMEs	Survey; SEM	IT capabilities strengthen resilience through ambidexterity and performance pathways.
11	Trieu et al. (2023)	Vietnam SMEs	Survey; SEM	Organizational ambidexterity facilitates resilience and firm performance.
12	Al-Atwi et al. (2021)	Organizational context	Survey; SEM	Learning ambidexterity enhances sustainability and resilience-related outcomes.
13	Gayed & El Ebrashi (2023)	Egypt firms	Survey; SEM	Organizational ambidexterity capability improves firm resilience.
14	Pilav-Velic et al. (2024)	SMEs in an emerging economy	Regression	Resilience moderates the relationship between innovation and performance.
15	Sun et al. (2025)	China manufacturing firms	Mixed methods	Digital technology affordance strengthens resilience via ambidextrous innovation.
16	Aldianto et al. (2021)	Startups	Conceptual paper	Ambidextrous innovation supports startup business resilience.
17	Veiga et al. (2025)	International firms	PLS-SEM + NCA	Ambidexterity enhances behavioral innovation through resilience and digital capability.
18	Okrah et al. (2025)	Ghana MSMEs	Survey; CFA/SEM	Ambidextrous innovation strengthens organizational resilience under turbulence.
19	Xie et al. (2026)	China manufacturing firms	Survey; SEM	Digital-real integration improves resilience through ambidextrous innovation.
20	Chai et al. (2025)	China enterprises	Panel analysis	Resilience mediates the effect of ambidextrous innovation on high-quality development.

Source: Author's synthesis from the reviewed articles.

Table 1 provides a study-level overview of the included articles by summarizing their contexts, methods, and main substantive insights. Taken together, the table shows that the evidence base is concentrated in China-centered manufacturing, listed-firm, and SME settings, while the dominant analytical approaches are survey-based SEM or PLS-SEM and panel regression.

In addition to eligibility screening, a light-touch quality appraisal was conducted to assess the reporting adequacy of the included studies. Adapting common review practice for mixed evidence, the appraisal considered five criteria: clarity of study purpose, transparency of context or sample, methodological transparency, direct relevance to the ambidexterity-resilience relationship, and clarity of findings or contribution. The appraisal indicated that the corpus was generally adequate for theory-oriented synthesis, with most studies meeting four or five criteria and the remainder meeting at least three. No study was excluded solely on quality grounds because the review aimed to map and synthesize conceptual and empirical patterns rather than to estimate pooled effects.

3. RESULTS AND DISCUSSION

3.1 Results

Descriptive profile of the literature. The corpus is clearly focused on emerging economies. Evidence is most strongly dominated by China, followed by Vietnam, Egypt, Ghana, Indonesia, and some multi-country datasets. Most of the empirical focus is on manufacturing firms and SMEs, whereas conceptual work appears to dominate on the theme of startup resilience (Aldianto et al., 2021; Audretsch & Belitski, 2021). In terms of methodology, the field is primarily characterized by cross-sectional survey research using SEM or PLS-SEM, though a smaller number of studies employ panel data, mixed methods, fsQCA, or necessary condition analysis (Deng & Karia, 2025; Sun et al., 2025; Veiga et al., 2025; J. Zhang et al., 2021). Such a distribution shows that while the literature is empirically active, it is at the same time

contextually and methodologically narrow. These higher-level patterns are aggregated in Table 2, which makes visible the dominance of China, manufacturing firms, SMEs or MSMEs, and cross-sectional SEM-based designs within the current corpus.

Table 2. Descriptive profile of the included studies

Category	Sub-category	Pattern	Illustrative studies
Country/context	China	Dominant	Deng & Karia (2025); Zhang et al. (2021); Wu & Li (2024)
Country/context	Vietnam	Limited	Trieu et al. (2023); Trieu et al. (2024)
Country/context	Egypt and Ghana	Limited	Gayed & El Ebrashi (2023); Okrah et al. (2025)
Country/context	Europe / multi-country	Moderate	Audretsch & Belitski (2021); Karman & Savanevičienė (2021); Veiga et al. (2025)
Organizational focus	SMEs / MSMEs	Dominant	Trieu et al. (2023); Okrah et al. (2025); Pilav-Velic et al. (2024)
Organizational focus	Manufacturing firms	Dominant	Wu & Li (2024); Sun et al. (2025); Xie et al. (2026)
Organizational focus	Listed firms	Moderate	Deng & Karia (2025); Zhang et al. (2024); Liu et al. (2025)
Organizational focus	Startups	Limited	Aldianto et al. (2021)
Study type	Empirical research	Dominant	Most included studies
Study type	Conceptual / review	Limited	Aldianto et al. (2021); Saleh et al. (2023)
Method	Survey + SEM / PLS-SEM	Dominant	Wu & Li (2024); Gayed & El Ebrashi (2023)
Method	Panel data / regression	Moderate	Deng & Karia (2025); Liu et al. (2025)
Method	Mixed / configurational	Limited	Sun et al. (2025); Zhang et al. (2021); Veiga et al. (2025)

Source: Author's synthesis from the reviewed articles.

Table 2 condenses the included studies into comparative categories and makes the contextual and methodological concentration of the field more transparent. In particular, it underlines why future inquiry should broaden geographical coverage, include more service-sector and large-firm contexts, and rely more heavily on longitudinal and multi-level designs.

Business resilience as an umbrella construct. This study employs the term business resilience, but the research considered operationalizes resilience through various related conceptualizations. Resilience has been described as the ability to withstand adversity, mitigate volatility, and sustain growth (Deng & Karia, 2025). Other authors focus on surviving, adapting to, and recovering from shocks, including the COVID-19 crisis (Gayed & El Ebrashi, 2023). In the context of startups, resilience has been defined as the ability to foresee, deal with, and emerge from turbulence through the development of new innovations and the renewal of capacities (Aldianto et al., 2021). This variety indicates that business resilience may be best considered as an umbrella construct that encompasses organizational resilience and firm resilience while retaining their empirical differences.

Direct driver of resilience is ambidextrous innovation. The most recurrent pattern in the reviewed studies is the direct strengthening of resilience through ambidextrous innovation. Evidence from both Ghana and Egypt illustrates how balancing exploratory and exploitative innovation improves firms' ability to absorb shocks, respond to ambiguity, and sustain continuity (Gayed & El Ebrashi, 2023; Okrah et al., 2025). The logic is straightforward: adaptation to new conditions reflects exploratory innovation, whereas preserving efficiency and operational stability reflects exploitative innovation. Together, these two orientations create a stronger basis for coping with disruption. SME and startup studies reinforce this direct pattern by showing that ambidexterity can function as a resilience-building capability (Aldianto et al., 2021; Trieu et al., 2023).

Ambidextrous innovation as a mediating mechanism. The second prominent trend is ambidextrous innovation as a mediator of significant antecedents' relationships with resilience. A significant portion of the studies reviewed connects digital and technological drivers to resilience only via a firm's ability to engage in both exploratory and exploitative innovation. In this regard, digital transformation, digital capability, digital technology affordance, IT

capability, and digital-real integration appear to enhance resilience only through ambidextrous innovation rather than through simple direct effects (Sun et al., 2025; Trieu et al., 2023a; Wu & Li, 2024; Xie et al., 2026; J. Zhang et al., 2021). The same reasoning is evident in non-digital contexts, where ESG performance becomes strategically meaningful when translated into ambidextrous innovation capability (Deng & Karia, 2025).

Resilience as a mediator and moderator. A third pattern indicates a change of approach. This time, it places resilience after ambidextrous innovation but before the outcome(s). Chai et al. (2025) show that organizational resilience partially mediates the effect of ambidextrous innovation on high-quality development, while Trieu et al. (2024) show that resilience assists in the transmission of ambidexterity to performance. There are also boundary conditions to resilience. In the contexts of FinTech, resilience amplifies the effect of digital finance on both the innovation of the finance and the dual innovation of the digital finance (Liu et al., 2025; F. Zhang et al., 2024). In the literature of innovation and performance, resilience amplifies the effect of exploitative innovation on performance, but not always the effect of exploratory innovation (Pilav – Velic et al., 2024).

Preliminary factors, limitations, and theoretical insights. The pertinent literature suggests a relatively consistent set of factors. The most notable digital factors include digital transformation, digital technology affordance, digital capability, IT capability, and FinTech (Liu et al., 2025; Sun et al., 2025; Trieu et al., 2023; Wu & Li, 2024; F. Zhang et al., 2024; J. Zhang et al., 2021). The second category of factors is organizational or strategic in nature, such as ESG performance, resource availability, paradoxical leadership, and knowledge conditions (Aldianto et al., 2021; Deng & Karia, 2025; Gayed & El Ebrashi, 2023; Trieu et al., 2024). In most of the literature, the primary theoretical anchor is the dynamic capability view, in addition to the resource-based view, stakeholder theory, knowledge-based reasoning, contingency theory, and paradox theory (Al-Atwi et al., 2021; Li et al., 2025; Saleh et al., 2023; Trieu et al., 2023).

3.2 Discussion

The synthesis indicates that ambidextrous innovation extends beyond the conventional innovation-performance construct. In the reviewed literature, it operates as a resilience-building mechanism that helps organizations sustain viability and renewal under pressure. This interpretation reinforces the dynamic capability perspective because resilience is not merely a matter of possessing valuable resources; it depends on the organization's ability to reconfigure those resources and maintain a balanced portfolio of innovation activities in turbulent environments (Aldianto et al., 2021; Karman & Savanevičienė, 2021). From this perspective, ambidextrous innovation becomes a foundational micro-level element of resilience.

This interpretation can be further strengthened by integrating complementary theoretical lenses. While the dynamic capability view remains the primary anchor for explaining how firms reconfigure resources and renew their strategic responses under turbulence, the Resource-Based View (RBV) helps clarify that resilience does not emerge simply from possessing valuable resources, but from transforming those resources into organizational capabilities that support ambidextrous innovation. In this sense, digital capability, ESG-related resources, knowledge assets, and resource availability only become strategically meaningful when they are mobilized into routines that sustain both exploratory and exploitative innovation. In parallel, Paradox Theory provides a useful explanation for why ambidextrous innovation is particularly relevant during crises. Rather than treating exploration and exploitation as mutually exclusive alternatives, a paradox perspective suggests that resilient organizations are those that can accommodate, balance, and continuously manage the tension between renewal and efficiency at the same time. Taken together, these supporting theories enrich the dynamic capability

explanation by showing that resilience depends not only on adaptation, but also on how organizations structure, deploy, and reconcile competing innovation demands under pressure.

The second insight is that the combination of digitalization and ESG does not lead to resilience by default. The studies reviewed show that digital transformation, digital capability, digital affordance, IT capability, and ESG performance are relevant only when they are transformed into ambidextrous innovation capability (Deng & Karia, 2025; Sun et al., 2025; Trieu et al., 2023b; Wu & Li, 2024; J. Zhang et al., 2021). This insight is significant because it cautions theorists and practitioners, about the danger of assuming the value of technology or sustainability investments. The investments from these areas have value only when organizations can transform them into a dynamic balance of exploitative and exploratory innovation practices.

An additional insight is that the relation between ambidexterity and resilience is better understood in configurational terms rather than linearly. The idea that ambidextrous innovation boosts resilience is directionally true but analytically vague. In some studies, resilience is said to be strengthened by ambidexterity, while in others it mediates the impact of digital or ESG drivers. In some cases, resilience is the reason why ambidexterity is said to lead to better development or performance. This plurality suggests that it is better to analyze the field in terms of the interrelated components of capability development instead of one single, universal explanation.

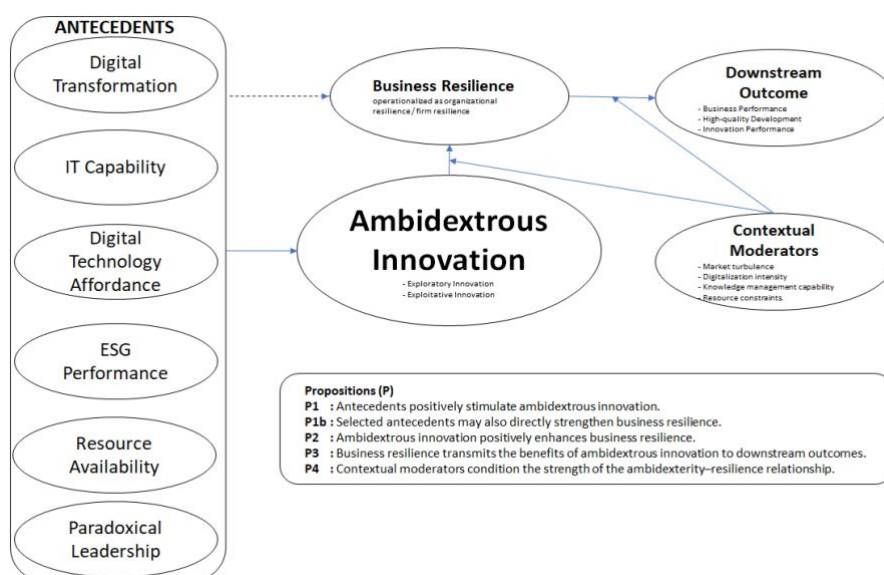


Figure 2. Proposed integrative framework of ambidextrous innovation for business resilience

Source: Author's synthesis based on the SLR findings.

The framework synthesized in Figure 2 depicts how organizational, digital, and strategic antecedents feed into ambidextrous innovation and, in turn, into business resilience and downstream outcomes. In the figure, solid arrows denote the core relationships most consistently supported across the reviewed studies, whereas the dashed arrow denotes a selective direct pathway from certain antecedents to business resilience that appears in only part of the literature. Business resilience is positioned as both an outcome of ambidextrous innovation and, in some configurations, a transmission mechanism toward downstream outcomes such as firm performance, innovation performance, and high-quality development. Contextual moderators are shown as conditioning influences that affect the strength of the ambidexterity-resilience relationship. This narrative interpretation clarifies that the framework is not purely linear, but configurational and contingent on surrounding conditions.

The review also has clear theoretical and managerial implications. The main theoretical contribution of this review lies in reframing the ambidexterity-resilience relationship from a fragmented and often linear association into a configurational, capability-based, and context-sensitive explanation. The synthesis demonstrates that ambidextrous innovation does not operate in a single universal way: it may act as a direct resilience driver, as a mediating capability that converts digital, technological, and ESG-related inputs into resilience, or as part of a broader organizational capability configuration. Likewise, resilience should not be treated only as an end state, because the reviewed studies show that it may also mediate downstream outcomes or moderate the effects of contextual enablers. This insight advances the literature by clarifying that resilience emerges not from isolated resource possession or symbolic innovation activity, but from the organization's ability to mobilize and reconcile exploratory and exploitative innovation under varying environmental and institutional conditions. Managerially, the findings imply that resilience should be built through balanced innovation rather than isolated operational fixes. Managers should therefore design routines, structures, and resource allocation systems that sustain both exploration and exploitation, while evaluating digital and ESG investments in terms of their capability-conversion effects rather than immediate symbolic value alone. Although many reviewed studies are SME-based, these implications also extend to larger firms, listed companies, and service organizations that must preserve operational reliability while pursuing renewal through digital, strategic, and sustainability-oriented initiatives.

Finally, the review highlights a future research agenda. The field remains dominated by cross-sectional self-reported studies and by evidence from China-centered manufacturing and SME settings. For this reason, future research should place particular priority on longitudinal designs. Longitudinal approaches are essential to validate the proposed framework because the relationship between ambidextrous innovation and business resilience is inherently temporal: capabilities are developed over time, resilience is revealed across phases of disruption, and the effects of exploration and exploitation may unfold differently before, during, and after environmental shocks. In contrast, cross-sectional designs provide only limited leverage for establishing causal ordering and dynamic capability development. Multi-level and cross-country designs remain equally important, but they would be especially valuable when combined with longitudinal evidence that can capture how ambidexterity and resilience co-evolve under varying institutional and industry conditions. Additional work is particularly needed in startups, service sectors, and developed-economy contexts, as well as in studies that compare the relative strength of direct, mediating, and moderating mechanisms. These limitations do not weaken the present synthesis, but they do indicate that the current literature is still evolving and remains context-sensitive.

4. CONCLUSION

The systematic literature review clarifies the role of ambidextrous innovation in fostering business resilience. Across the 20 included studies, ambidextrous innovation appears either as a direct driver of resilience or as the capability through which digital, technological, and ESG-related antecedents are converted into resilience outcomes. In parallel, resilience may mediate the effect of ambidexterity on performance and development outcomes or moderate the influence of external enablers on innovation capability. The findings suggest that the ambidexterity-resilience relationship is better understood as configurational rather than linear. By clarifying this pattern, the study strengthens the theoretical basis for future research and provides a more integrated managerial perspective for SMEs, larger firms, and service organizations operating in turbulent environments.

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