

Individual Ambidexterity and Organizational Performance Among Employees

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Abstract. This study aimed to assess if individual ambidexterity and organizational performance were symbiotic and how uncommon talent helped teams and businesses achieve unprecedented success among outlets of BB Corp. in a quantitative approach. It also tried to figure out the effects of these practices on business performance, specifically profitability and sustainability. With all the challenges encountered by employees and organizations, there was a need to develop awareness and understanding of how ambidexterity affects organizational performance that keeps individuals guided and performing well. This study used a descriptive causal design. The total population was 100 respondents, and a total enumeration sampling technique was applied. The result showed a significant relationship between the manifestation of Individual Ambidexterity and organizational performance level among employees in BB Corp. It also indicated that in terms of Exploration, the general assessment was interpreted as Fully Manifested, while in terms of Exploitation, it was interpreted as Manifested. In terms of Financial, Operational, and Shareholder Return Performance, these are all interpreted as Good. Exploitation significantly impacts the organizational performance level among employees in terms of Financial and Operational Performance. While in Shareholder Return Performance, exploration and exploitation significantly impact the Organizational Performance. This also indicates that the higher the manifestation of Individual Ambidexterity, the higher the organizational performance. The proposed action plan can address the issues and challenges of individual ambidexterity to enhance employee organizational performance. It served as a basis for management practices once found compelling.

Keywords: Individual ambidexterity; Organizational performance; Exploration-exploitation.

1.0 Introduction

The dynamism of the firm context at the intersection of exploration and exploitation leads to the significant global development of ambidexterity as an otherworldly valuable concept rather than a work-arrangement criterion, particularly for business-based surroundings. In the US, it is widely regarded as one of the key ingredients for innovation and adaptability. Balancing new opportunities and optimizing existing resources drives both new opportunities and new resources, an avenue to organizational ambidexterity and long-term success. It needs to cope better with changing and competitive environments to develop a culture of creativity and efficiency. Likewise, in entrepreneurship, ambidextrous thinking is treasured as it fosters the ability of people to juggle both creative thought generation and implementation to solve multifaceted problems of the modern business world.

Exploration is about discovering new ideas and adjusting to change, while exploitation is centered on maximizing current resources and processes for immediate stability. As businesses navigate an increasingly rapid and

interconnected world, the importance of ambidexterity has expanded across various fields, including business, technology, and social development. In this light, the ability to balance exploration and exploitation is crucial for both survival and success. On an individual level, ambidexterity holds particular significance in the Filipino context, where socio-economic and cultural influences shape how people juggle various responsibilities and adapt to changing circumstances. Filipino workers often blend traditional knowledge with modern skills to tackle personal, work-related, and business challenges. This distinctive form of individual ambidexterity enables them to flourish in a constantly evolving landscape.

Comparatively, Mom et al. (2019) emphasized that individual ambidexterity – encompassing exploration and exploitation – plays a crucial role in knowledge accumulation and performance improvement. In the Philippines, employees exhibit individual ambidexterity by applying innovative approaches to optimize existing processes, which enhances organizational survival. At the same time, they engage in exploration to introduce new ideas that lead to better outcomes and help organizations adapt effectively. This fluid integration of exploration and exploitation allows managers and employees to interchange between the two modes rather than being forced to choose between them. The ability to balance exploration and exploitation is essential not only for individuals but also for organizations. Those who can effectively engage in both areas significantly benefit their teams and companies. Individuals with ambidextrous skills play a crucial role in enhancing organizational performance by encouraging creativity, addressing challenges, and adapting to various tasks. Research on ambidexterity has concentrated mainly on organizational ambidexterity, particularly regarding long-term success. However, many small to medium-sized businesses, especially family-owned ones with limited resources, are now struggling to balance existing knowledge with the pursuit of new opportunities. Rapid technological change and growing competition have heightened the conflict between these two approaches, complicating how organizations respond to a fast-evolving external landscape.

At BB Corp., employees find it challenging to sustain organizational performance amid these external pressures. The rising demands on staff and the struggle between exploration and exploitation highlight the critical role of individual ambidexterity in ensuring organizational survival. Employees who can effectively balance these two approaches are more likely to contribute to the company's long-term success. This study aims to investigate the relationship between individual ambidexterity and organizational performance. By employing a quantitative approach, we seek to reveal how this unique skill can enable businesses to succeed. Understanding the impact of individual ambidexterity on organizational performance is vital for creating an environment that promotes both personal well-being and organizational growth while mitigating burnout and safeguarding mental and physical health.

2.0 Methodology

2.1 Research Design

This study employed a quantitative research design, specifically descriptive correlational research, to test the relationship between individual ambidexterity and organizational performance at BB Corp. According to Creswell and Creswell (2022), quantitative research involves testing objective theories by examining relationships among variables, which are measured and analyzed using mathematical methods. This study focused on identifying the relationship between the independent variable (individual ambidexterity) and the dependent variables (organizational performance indicators such as financial, operational, and shareholder return performance). This design allowed the study to determine how the manifestation of exploration and exploitation behaviors in employees might relate to different aspects of performance.

2.2 Research Locale

The study was carried out on all BB Corp. employees across all its outlets located at Brgy. 4, Tanauan City, Batangas Province. This study's research area included all affiliated with BB Corp. Each outlet has a total of thirty-one (31) from restaurants, twenty-five (25) from hotels, twenty-four (24) from business centers, twelve (12) from café, and eight (8) from general services.

2.3 Research Participants

The total population of BB Corp is 100. This study used a total enumeration sampling technique, a form of purposive sampling in which the entire population of the organization is examined to have a particular set of

characteristics. The employees also came from different outlets. They were chosen regardless of sex, age, position, length of service, civil status, number of children, and monthly gross income.

2.4 Research Instrument

This study used a researcher-made survey questionnaire and was divided into two parts. The first part contained questions that determined the level of effectiveness of individual ambidexterity among employees of BB Corp. The last part of the questionnaire included items that measured the quality level of organizational performance of employees in BB Corp. This study followed ethical guidelines, and respondents' participation was voluntary. Several steps were taken to validate the instruments. Education and assessment experts reviewed the researcher-made questionnaires to ensure that study objectives were met. Second, a pilot test with a small sample of respondents identified question-wording ambiguities and assessed the instruments' clarity and comprehensiveness.

2.5 Data Gathering Procedure

This study used specific steps to gather data. First, before the data was gathered, a letter of request was sent to the office of the administration to obtain consent from the selected respondents to conduct the study. Second, after the approval from the administrator, the initial interview was conducted in each outlet, and the study's primary purpose was discussed. Third, due to operational considerations and the shifting schedule of the respondents, the accessed link was given to the managers, supervisors, and leaders so they could forward the Google form link to the target respondents within their shift. Fourth, the researcher assured the respondents that their responses would be kept strictly confidential and that the study's findings would only be used for academic and educational purposes. Lastly, after completing the requirements, the Google form link was shared with the statistician, who assisted in the collaboration, analysis, organization, and interpretation of all the data collected.

2.6 Ethical Considerations

This research study followed ethical guidelines. The respondents' participation was voluntary. They were to opt to dismiss themselves from the study at any time they felt uncomfortable. Their participation was protected from harm: physical, social, psychological, and all other forms of harm were kept to an absolute minimum. A request letter was given to the Administration for permission to conduct the study near the company. Upon approval, the questionnaire linked via Google form was distributed to all Managers, Supervisors, and Leaders of BB Corp and forwarded to their subordinates. Respondents' consent was requested, as well as informing them of the significance and objective of the study. The data and personal information gathered were treated with confidentiality. In addition, only relevant information for academic purposes was disclosed. Furthermore, proper communication of results must be practiced to ensure that this research study is free of plagiarism or research misconduct.

3.0 Results and Discussion

3.1 Individual Ambidexterity Among Employees

The findings (see Table 1) indicated that Exploration, an aspect of individual ambidexterity among BB Corp employees, was fully manifested (mean = 3.27). Notably, the item "Studying new ideas is considered an important aspect of my job role" received the highest score (mean = 3.55), which suggests that employees recognize the value of exploring new ideas as integral to their responsibilities. This aligns with the idea that fostering a culture of continuous learning and creativity can significantly enhance individual and organizational effectiveness. Conversely, "I am provided with opportunities to attend training/workshops that enhance my capabilities" received the lowest score (mean = 2.95), indicating that while employees acknowledge the importance of skill development, opportunities for such growth remain somewhat limited.

This suggests that while BB Corp employees are generally encouraged to engage in exploratory behaviors, such as studying new ideas and stepping out of their comfort zones, they perceive a gap in formal support systems like training and workshops that could further facilitate their professional growth and encourage innovation. The lack of sufficient training opportunities might hinder their ability to continuously enhance their skills and broaden their knowledge base, which are crucial for nurturing individual ambidexterity and fostering organizational creativity.

Table 1. *Manifestation Level of Individual Ambidexterity among Employees of BB Corp. in Terms of Exploration*

Indicators	Mean	Interpretation
1. I feel encouraged to examine new ideas in handling my multiple work	3.45	Fully Manifested
2. My organization supports employees who take the initiative to look into new opportunities.	3.31	Fully Manifested
3. I am provided with resources that enable me to try in my work.	2.97	Manifested
4. I am given autonomy to make decisions in my work	3.13	Manifested
5. Examining new approaches in my multiple tasks is a valuable contribution to the organization.	3.34	Fully Manifested
6. I enjoy stepping out of my comfort zone to explore unfamiliar territories	3.40	Fully Manifested
7. I evaluate diverse options concerning service, activity or process is observed in the company	3.36	Fully Manifested
8. I am provided with opportunities to attend training/ workshops that enhance my capabilities	2.95	Manifested
9. Studying new ideas is considered an important aspect of my job role	3.55	Fully Manifested
General Assessment	3.27	Fully Manifested

Legend: 3.25 - 4.00 Strongly Agree - Fully Manifested, 2.50 - 3.24 Agree - Manifested, 1.75 - 2.49 Disagree - Partially Manifested, 1.00 - 1.74 Strongly Disagree - Not Manifested

Regarding these findings, Tanaka (2023) emphasized that unlearning outdated knowledge and acquiring new skills are essential for promoting individual exploration. Specifically, unlearning can mitigate the inhibitory effects of fixed goal orientations, fostering more flexible and dynamic exploration activities. This supports the current study's observation that although employees value the exploration of new ideas, opportunities for formal learning (e.g., training/workshops) remain underdeveloped. Moreover, Papachroni and Heracleous (2020) highlighted the importance of paradoxical behaviors, such as engaging in hybrid tasks and leveraging prior knowledge, in enabling individual ambidexterity. These behaviors underscore the need for employees to balance exploration with the exploitation of existing knowledge. This balance can be facilitated through supportive learning environments and opportunities for unlearning outdated practices. Thus, the results indicate that while BB Corp employees demonstrate a high level of individual ambidexterity in exploration, the lack of adequate opportunities for skill development and knowledge enhancement through training or workshops limits their ability to capitalize on their exploratory behaviors fully. Managers at BB Corp could consider expanding training initiatives and creating more structured learning opportunities to support employees' continuous development, fostering more incredible innovation and problem-solving capabilities.

The results (see Table 2) indicated that Exploitation, another dimension of individual ambidexterity, was fully manifested (mean = 3.24) among BB Corp employees. The item "I feel encouraged to examine new ideas in handling my multiple works" received the highest mean score (mean = 3.42), suggesting that employees are strongly encouraged to innovate and approach their tasks creatively. On the other hand, the indicator "I believe that my workload is reasonable" received the lowest mean score (mean = 2.82), reflecting a moderate level of agreement with this statement. This result suggests that while employees feel encouraged to explore and innovate in their work, they perceive their workload as somewhat unbalanced or challenging.

Table 2. *Manifestation Level of Individual Ambidexterity among Employees of BB Corp. in Terms of Exploitation*

Indicators	Mean	Interpretation
1. I feel encouraged to examine new ideas when handling my multiple works.	3.42	Fully Manifested
2. I believe that my workload is reasonable	2.82	Manifested
3. My duties and how to conduct them are clear to me.	3.31	Fully Manifested
4. I believe that my superiors recognize my contributions.	3.36	Fully Manifested
5. I feel that I have sufficient opportunities for professional growth.	3.34	Fully Manifested
6. I believe that there is open communication within my organization.	3.10	Manifested
7. I feel that I have a sense of autonomy over my work.	3.15	Manifested
8. I believe that my organization values employee well-being	3.26	Fully Manifested
9. I feel that I am treated respectfully by my co-employees, disregard the position	3.34	Fully Manifested
10. I believe that my organization promotes a culture of trust	3.31	Fully Manifested
General Assessment	3.24	Manifested

The higher score for "examining new ideas in handling multiple works" implies that the organization effectively fosters a culture of innovation through its support for creative thinking and problem-solving. This encouragement can enhance multiple facets of the organization, including innovation, employee engagement, efficiency, and overall job satisfaction. BB Corp can achieve competitive advantages, improved problem-solving abilities, and higher employee retention by encouraging employees to think creatively. However, the relatively lower "workload is reasonable" score highlights a potential challenge. While employees are given room to explore and innovate, there may be concerns regarding the workload's impact on employee well-being.

In light of these findings, Zhou et al. (2023) emphasized that exploration and exploitation processes are interconnected and mutually reinforcing. They argue that when employees can balance both dimensions, innovating and refining existing processes, the organization can better manage innovation and adapt to changing environments. This supports the current study finding that employees' ability to handle multiple tasks fosters innovation, which in turn contributes to individual and organizational growth. Rocca (2021) further elaborated on exploitation, suggesting that it involves decision-making processes that allow organizations to enhance existing capabilities, reduce errors, and identify better alternatives. The current findings align with this notion, as the encouragement to explore new ideas within the context of handling multiple tasks will likely lead to more informed, well-considered decisions that can result in improved operational outcomes.

Zhang et al. (2021) also argued that exploitation focuses on improving existing capabilities and achieving predictable outcomes. In the context of BB Corp, this aligns with the employees' recognition that their workloads are reasonable, as it suggests that employees are focusing on refining their current skills and enhancing their performance to meet organizational objectives. Given this, the company could further invest in targeted training initiatives to enhance employees' skills and knowledge relevant to their roles. Cross-training opportunities could also be valuable, allowing employees to develop versatility and gain expertise in areas beyond their primary job functions, thereby enhancing organizational flexibility.

However, the relatively lower score regarding the reasonableness of workload suggests that employees may be experiencing stress from an overwhelming workload despite the positive encouragement to innovate. This finding underscores the need for management to balance workload demands to maintain employee well-being. Bhat et al. (2023) highlighted that both endogenous (internal workplace-related) and exogenous (macro-level) stressors can negatively affect employees' psychological well-being, potentially leading to burnout and turnover intentions. In the current study, the perception of an unreasonable workload could be seen as a stressor that may have long-term implications for employee retention and organizational stability. Management should, therefore, consider strategies to address workload distribution and ensure that employees' workload does not impede their overall productivity or job satisfaction.

In conclusion, while BB Corp employees feel encouraged to innovate and examine new ideas in managing their work, the perception of an unreasonably high workload suggests a need for better workload management practices. By investing in training, supporting cross-functional skill development, and addressing potential stressors, BB Corp can further enhance the exploitation and exploration dimensions of individual ambidexterity, leading to better organizational outcomes.

3.2 Organizational Performance Among Employees

The results (see Table 3) indicate that Financial Performance among employees of BB Corp was rated as Good (mean = 3.05). The indicator "The organization effectively manages its debt to maintain financial stability" received the highest mean score of 3.18, also interpreted as Good, suggesting that employees believe the company demonstrates strong financial management practices, particularly in debt management. On the other hand, the indicator "I feel adequately compensated for the work I do" received the lowest mean score of 2.71, which, although still rated as Good, indicates that employees are less satisfied with their compensation relative to other aspects of the organization's financial performance.

Table 3. *Organizational Performance Level among Employees of BB Corp. in Terms of Financial Performance*

Indicators	Mean	Interpretation
1. Our organization consistently meets financial performance targets.	2.98	Good
2. I feel adequately compensated for the work I do	2.71	Good
3. Our organization efficiently executes project initiatives	3.09	Good
4. The organization's cost control measures are effective in managing expenses	3.03	Good
5. I believe the organization has achieved a favorable return on investment in recent projects.	3.07	Good
6. The organization effectively manages its debt to maintain financial stability	3.18	Good
7. The organization has sufficient liquid assets to meet short-term obligations	3.16	Good
8. The organization's financial reporting practices are transparent.	3.17	Good
General Assessment	3.05	Good

Legend: 3.25 - 4.00 Strongly Agree – Very Good, 2.50 - 3.24 Agree – Good, 1.75 - 2.49 Disagree – Fair, 1.00 - 1.74 Strongly Disagree – Poor

The higher score for managing debt effectively suggests that employees recognize and appreciate the organization's financial stability, achieved through prudent financial practices and transparency. This contributes to a positive perception of the company's ability to meet its financial targets, maintain profitability, and ensure long-term sustainability. However, the relatively lower score regarding compensation indicates that while employees acknowledge the company's financial stability, they may feel that their compensation does not fully reflect their contributions to achieving these financial outcomes.

These findings suggest BB Corp. has a strong financial performance characterized by efficient resource utilization and effective financial management. The organization's ability to meet its financial targets, including revenue generation, profitability, and cost management, contributes to employee satisfaction and engagement. As Kenton (2023) defined, financial performance refers to subjective measures of how effectively a firm can utilize its assets and generate revenue, which, in turn, impacts the financial well-being of all stakeholders. The strong financial performance reported by BB Corp. aligns with Kenton's view, demonstrating that the company's strategic financial decisions positively impact organizational stability.

In addition, the findings support the work of Gungor et al. (2020), who argued that financial performance analysis is crucial for businesses to adapt to changing market conditions, improve operational practices, and make informed decisions. Gungor et al. (2020) further emphasized that financial performance evaluation, based on data from financial statements like income statements, balance sheets, and cash flow statements, provides a valuable tool for understanding a company's financial health. In the case of BB Corp., the organization's financial performance, as assessed by employees, can be seen as a result of strong financial planning and execution, enabling the company to meet its financial objectives and remain competitive in the market.

However, the slightly lower score on compensation suggests a potential area for improvement in aligning employee rewards with the company's financial success. Ensuring employees feel adequately compensated for their contributions can enhance job satisfaction, motivation, and long-term commitment. These findings echo broader research on aligning financial performance with employee satisfaction. When employees perceive that their compensation reflects their contributions to the company's success, it can increase productivity and a more engaged workforce.

The results (see Table 4) revealed that Operational Performance among employees of BB Corp was rated as Good (mean = 3.11). The indicator "The organization recognizes employee contributions to operational success" received the highest mean of 3.33, interpreted as Very Good. This suggests that employees feel valued and appreciated for their contributions to the company's operational outcomes. Similarly, employees rated the clarity of their work tasks about organizational goals positively, reflecting strong alignment between individual and organizational objectives. However, the indicator "The resources provided to me are adequate for performing my job effectively" received the lowest mean score of 2.91, which, although still considered Good, indicates that employees feel there may be room for improvement in resource allocation.

Table 4. *Organizational Performance Level among Employees of BB Corp. in Terms of Operational Performance*

Indicators	Mean	Interpretation
1. I feel that my work tasks are clearly defined with organizational goals.	3.30	Very Good
2. The resources provided to me are adequate for performing my job effectively.	2.91	Good
3. I receive constructive feedback on my performance.	3.21	Good
4. The communication channels within the organization facilitate efficient information flow.	3.09	Good
5. I have the decision-making authority to carry out my responsibilities.	3.14	Good
6. The organization provides sufficient training and development opportunities to enhance my skills.	2.92	Good
7. The performance evaluation process is fair.	3.00	Good
8. The work environment is conducive to productivity.	3.14	Good
9. The organization recognizes employee contributions to operational success.	3.33	Very Good
General Assessment	3.11	Good

The higher ratings for recognition and alignment with organizational goals imply that BB Corp fosters a culture of engagement and operational success. Employees feel their contributions are acknowledged, enhancing their motivation and commitment. This positive recognition, coupled with aligning tasks with broader organizational goals, suggests that BB Corp has established a strong framework for promoting operational performance.

However, the relatively lower score for resource adequacy indicates a potential gap in equipping employees with the tools and support they need to perform at their best.

These results suggest that BB Corp demonstrates good operational performance, particularly in areas of employee engagement and clarity in goal setting. The company's success in recognizing individual contributions and aligning them with organizational objectives is likely driving employee satisfaction and productivity. However, the lower score on resource adequacy suggests that operational performance could be further enhanced by addressing gaps in resources, which could, in turn, improve the overall effectiveness of the workforce. In this context, Oke (2022) emphasized the importance of identifying problems and providing necessary solutions to ensure the success of operational initiatives. He noted that embracing continuous improvement is crucial for sustaining organizational performance in the long run. BB Corp's recognition of employee contributions and precise alignment with organizational goals aligns with Oke's perspective, highlighting that such practices can drive sustained operational success. However, to truly optimize operational performance, BB Corp must ensure its employees have the necessary resources to carry out their tasks effectively.

Gadwe and Sangode (2019) further highlighted that operational management practices are essential in influencing the performance of an organization. Specifically, they stressed the importance of tailored operational strategies and resource allocation to enhance performance in service-oriented companies. In line with this, Hakanen et al. (2021) emphasized the critical role of job resources in driving work engagement. They found that resources such as skill discretion, job feedback, and team empowerment were key contributors to work engagement, with skill discretion and job feedback being particularly significant across different job types. This research suggests that BB Corp could improve its operational performance by providing these key job resources to employees. Specifically, enhancing team empowerment and skill discretion and offering more comprehensive job feedback could lead to higher levels of employee engagement and, consequently, improved operational outcomes. In sum, while BB Corp demonstrates strong operational performance, with effective recognition of employee contributions and precise alignment with organizational goals, the company should prioritize addressing resource deficiencies. BB Corp can further strengthen its operational performance and increase employee engagement by enhancing the tools and support provided to employees and focusing on key job resources such as skill discretion and team empowerment.

The results (see Table 5) indicated that Shareholder Return Performance was rated as Good (mean = 3.17) among employees of BB Corp. The indicator "I consider the company's anticipated future performance of stock return when making decisions related to employee stock options or other benefits" received the highest mean score of 3.25, interpreted as Very Good. This suggests that employees consider future stock returns an important factor when making decisions about their benefits and stock options. On the other hand, the indicator "The alignment of executive compensation with shareholder returns significantly influences my perception of the company's commitment to shareholder value" received the lowest mean score of 3.13, which was still rated as Good but indicates a moderate perception of the relationship between executive compensation and shareholder value.

Table 5. *Organizational Performance Level among Employees of BB Corp. in Terms of Shareholder Returns Performance*

Indicators	Mean	Interpretation
1. I find satisfaction in the consistency of dividend payouts about the overall shareholder returns.	3.14	Good
2. Awareness of the company's financial performance impacts my perception of the returns received by shareholders.	3.16	Good
3. The company's debt management significantly impacts my perception of its effect on the total amount an investor reaps from investment stability.	3.21	Good
4. The alignment of executive compensation with shareholder returns significantly influences my perception of the company's commitment to shareholder value.	3.13	Good
5. Considering the company's historical performance, I rate its ability to maintain total returns during economic downturns.	3.18	Good
6. I find satisfaction in the transparency of the company's financial reporting practices.	3.14	Good
7. I believe that the company's strategies are aligned with maximizing shareholder value.	3.15	Good
8. When making decisions related to employee stock options or other benefits, I consider the company's anticipated future performance of stock return.	3.25	Very Good
General Assessment	3.17	Good

The overall results suggest that BB Corp. successfully generates value for its shareholders, with its employees actively contributing to the company's financial performance through strategic decision-making and operational

excellence. The higher mean for the indicator on stock return considerations indicates that employees recognize the importance of financial outcomes in their roles, while the slightly lower score on executive compensation alignment suggests that there may be room for improvement in communicating how executive pay is linked to shareholder value. These findings highlight BB Corp.'s effectiveness in maintaining a shareholder-focused approach. The company can align its operational practices with broader financial goals by fostering an environment where employees are attuned to stock returns and shareholder interests. However, the slightly lower score on executive compensation alignment suggests that employees may not fully perceive the link between executive pay and shareholder returns, which could affect their perception of the company's overall commitment to maximizing shareholder value.

In this context, Indeed (2022) defined shareholder return performance as a measure of how well a company generates profits for its investors over time, evaluating the growth of stock prices and dividends over a given period. This metric helps businesses understand how financial performance impacts shareholder satisfaction and decision-making. BB Corp.'s performance, as indicated by employees, suggests a positive outlook in terms of shareholder returns, reflecting the company's operational efficiency and strategic decision-making. Lafont et al. (2020) supported this by highlighting that total shareholder return, measured by changes in share price, is a key indicator of a company's financial health and overall value generation for its investors. This aligns with BB Corp.'s approach, where employees understand the importance of stock performance in shaping the company's financial trajectory and compensation packages. Caselli (2023) also emphasized the relationship between firm performance and shareholder returns, noting that stock options and other benefits are crucial for aligning employees' interests with those of shareholders, ultimately driving better financial outcomes. Additionally, Boakye et al. (2020) discussed how performance-based incentives, particularly executive compensation tied to shareholder returns, play a critical role in guiding leadership to achieve superior financial results. They found a strong correlation between CEO compensation and shareholder return, affirming the effectiveness of aligning executive pay with company performance. In line with this, BB Corp. seems to implement strategies aligning employee and shareholder interests. However, further communication regarding executive compensation could enhance employees' perception of the company's commitment to shareholder value.

However, Edmans et al. (2021) argued that while executive compensation is important, the perceived fairness of compensation, particularly when CEOs demonstrate a commitment to long-term organizational growth, matters most. They emphasized that CEOs' contributions to the company should be recognized through variable pay that responds to performance, even beyond just stock returns. This perspective suggests that, although compensated competitively, BB Corp.'s executives may be more valued for their long-term commitment and leadership in driving company success rather than solely for immediate stock returns. With this, while BB Corp. is performing well in terms of shareholder return, with employees understanding the importance of stock returns and benefits, there is an opportunity to enhance communication about executive compensation further. By better-aligning employee perceptions of executive pay with shareholder value and emphasizing fairness in compensation, BB Corp. can strengthen its commitment to long-term shareholder returns and further engage its workforce in achieving organizational goals.

3.3 Relationship Between Individual Ambidexterity and Organizational Performance Among Employees

There was a significant relationship between the manifestation of individual ambidexterity and organizational performance levels among employees of BB Corp (see Table 6). This was confirmed by the probability values, all below 0.05 ($p = .000$), leading to the rejection of the null hypothesis. Furthermore, the correlation coefficient (r -value) ranged from 0.26 to 0.75, indicating a moderate to strong positive correlation. This suggests that as the manifestation of individual ambidexterity increases, so does the organizational performance level, highlighting the importance of ambidextrous behavior in driving organizational success.

Supporting this finding, Lalegani et al. (2021) emphasized that exploration and exploitation – two key dimensions of individual ambidexterity – are crucial to enhancing team performance, departmental effectiveness, and overall organizational efficiency. Their study found a positive impact of individual ambidexterity on employee performance, reinforcing the significant link between individual behaviors and organizational outcomes. Similarly, Schnellbacher and Heidenreich (2020) discussed the long-term benefits of individual ambidexterity, noting that it fosters knowledge accumulation at the departmental level, ultimately enhancing organizational

exploration and exploitation. This knowledge-driven approach is crucial for achieving higher performance across the organization.

Table 6. *Test of Significant Relationship between Manifestation of Individual Ambidexterity and Organizational Performance Level among Employees*

Individual Ambidexterity	Organizational performance	r value	p value	Remarks	Decision
Exploration	Financial performance	.726**	.000	Significant	Reject Ho
	Operational performance	.341**	.000	Significant	Reject Ho
	Shareholder returns performance	.841**	.000	Significant	Reject Ho
Exploitation	Financial performance	.535**	.000	Significant	Reject Ho
	Operational performance	.752**	.000	Significant	Reject Ho
	Shareholder returns performance	.672**	.000	Significant	Reject Ho

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Elgendy (2023) further highlighted the interconnectedness between individual and organizational performance, stating that an organization's support system is essential for maximizing individual potential. Individual performance is deeply tied to organizational resources, making companies need to provide the necessary tools and support for their employees to thrive. This finding aligns with the results from BB Corp., where employees with higher levels of ambidexterity contribute more significantly to organizational performance, suggesting the mutual dependence of individual and organizational growth.

Finally, Ayuri and Nasution (2021) stressed that individual ambidexterity and organizational knowledge are mutually reinforcing. They argued that organizational learning capabilities play a key role in supporting individual ambidexterity, which, in turn, enhances team performance. This dynamic is especially evident in organizations led by inspirational leaders who foster an environment where ambidextrous behaviors can flourish. Their research in public sector organizations demonstrated a significant positive effect of organizational learning capabilities on individual ambidexterity, further supporting the idea that both individual and organizational performance is enhanced when both dimensions are nurtured. In this view, the findings from BB Corp. corroborate these studies, indicating that fostering individual ambidexterity positively impacts organizational performance. As such, organizations should invest in both individual development and organizational learning to optimize overall performance outcomes.

3.4 Impact of Individual Ambidexterity on the Organizational Performance Level Among Employees in Terms of Financial Performance

The results (see Table 7) indicated that exploitation significantly impacts BB Corp.'s financial performance, accounting for 48.4% of the variance. The probability value of .000, which is less than the 0.05 significance level, led to the rejection of the null hypothesis, confirming that individual ambidexterity in terms of exploitation plays a significant role in enhancing the company's financial performance. This suggests that employees proficient in exploiting existing resources and capabilities contribute more effectively to the company's financial success.

Table 7. *Regression Analysis on the Impact of the Manifestation of Individual Ambidexterity on the Organizational Performance Level among Employees in terms of Financial Performance*

Variables	Unstandardized B	Std. Error	Standardized B	t	P value	Remarks	Decision
(Constant)	.905	.234		3.86	.000		
Exploration	.055	.120	.059	0.45	.648	Not Significant	Accept Ho
Exploitation	.606	.121	.647	5.02	.000	Significant	Reject Ho

R - Square = .484, Adjusted R Square = .230, F-value = 18.588, Significance = .000

However, exploration, another dimension of individual ambidexterity, was found not to affect the financial performance of BB Corp. significantly. This finding aligns with previous research by Ansah et al. (2021), who noted that while both exploration and exploitation have positive impacts on employee attitudes, only exploitation had a significant influence on the financial performance of banks. They observed that exploration, although beneficial for fostering innovation and long-term growth, did not significantly impact financial outcomes in their study. Their findings suggest that in specific industries, including banking, a greater emphasis on exploitation – maximizing current resources and optimizing existing processes – may immediately impact financial performance more than exploration, which involves seeking new opportunities and innovations.

Ansah et al. (2021) further argued that ambidexterity is not automatically beneficial in all sectors or companies. To improve financial performance, particularly in the banking sector and developing nations, there is a need to strengthen the exploratory capabilities of employees alongside exploitation. This suggests that while exploitation may drive short-term financial gains, a balanced approach incorporating both exploration and exploitation could be essential for sustaining long-term financial growth. In summary, the findings from BB Corp. underscore the importance of exploitation in driving financial performance, while exploration appears to have a more indirect influence. This highlights the need for organizations to strategically manage both dimensions of individual ambidexterity to optimize their financial outcomes, with a particular focus on maximizing exploitation in the short term while nurturing exploration for future growth.

The findings (see Table 8) revealed that exploitation significantly impacts operational performance, accounting for 71.0% of the variance in this dimension. The probability value of .000, which is below the 0.05 significance threshold, led to the rejection of the null hypothesis, confirming that individual ambidexterity in terms of exploitation plays a substantial role in enhancing the operational performance of BB Corp. In contrast, exploration did not significantly affect operational performance, indicating that while exploration contributes to long-term innovation, it does not directly influence the day-to-day operational efficiency in this context.

Table 8. Regression Analysis on the Impact of the Manifestation of Individual Ambidexterity on the Organizational Performance Level among Employees in terms of Operational Performance

Variables	Unstandardized B	Std. Error	Standardized B	t	P value	Remarks	Decision
(Constant)	-.017	.211		-.080	.936		
Exploration	.112	.109	.099	1.02	.306	Not Significant	Accept Ho
Exploitation	.854	.109	.759	7.85	.000	Significant	Reject Ho

R – Square = .710, Adjusted R Square = .704, F-value = 119.786, Significance = .000

These results align with Al-Khatib's (2023) study, which explored how supply chain ambidexterity influenced operational performance in manufacturing firms in Jordan, particularly in the context of Industry 4.0 capabilities. Al-Khatib found that exploration and exploitation significantly and positively impacted operational performance, with Industry 4.0 capabilities acting as a mediator. This suggests that advanced technological capabilities can enhance exploration and exploitation, improving operational outcomes. However, the findings of this study differ in that exploitation, rather than exploration and exploitation, was the only dimension to significantly impact operational performance.

This distinction highlights that in specific contexts, such as BB Corp., maximizing existing processes and resources through exploitation can have a more immediate and measurable effect on operational performance compared to exploration. While exploration fosters innovation and adaptability, its impact on operational performance may be more indirect and require a longer time horizon to materialize fully. Furthermore, the results emphasize the importance of focusing on exploitation to drive short-term operational improvements while recognizing that exploration could contribute to long-term sustainability and innovation.

The findings (see Table 9) revealed that exploration and exploitation significantly impact the manifestation of individual ambidexterity and organizational performance, specifically regarding shareholder return, accounting for 3.18% of the variance. The probability values of .000 and .035, below the significance threshold of .05, led to the rejection of the null hypothesis, confirming that individual ambidexterity in both exploration and exploitation contributes to the company's shareholder returns. This suggests that employees' ability to balance the exploration of new opportunities with the exploitation of existing resources positively influences the financial value generated for shareholders.

Table 9. Regression Analysis on the Impact of the Manifestation of Individual Ambidexterity on the Organizational Performance Level among Employees in terms of Shareholder Return

Variables	Unstandardized B	Std. Error	Standardized B	t	P value	Remarks	Decision
(Constant)	1.86	.243		7.67	.000		
Exploration	-.26	.125	-.317	-2.14	.035	Not Significant	Reject Ho
Exploitation	.67	.125	.796	5.38	.000	Significant	Reject Ho

R – Square = .318, Adjusted R Square = .304, F-value = 22.818, Significance = .000

Heidenreich et al. (2020) provide further context to these findings by validating the benefits of organizational ambidexterity for long-term company performance. Their study identified two key mechanisms that describe how information flows within individual ambidexterity: ambidextrous knowledge offering and ambidextrous knowledge seeking. The authors found that ambidextrous knowledge seeking is more effective in environments prioritizing incremental innovation, while ambidextrous knowledge offering drives higher performance in environments focused on radical innovation. This distinction aligns with the findings from BB Corp., where a balance between exploration and exploitation may similarly enhance both short-term shareholder returns and long-term performance outcomes, depending on the company's strategic priorities and innovation goals. Lastly, the results underscore the importance of fostering exploration and exploitation within the organization. By doing so, BB Corp. can optimize shareholder returns, demonstrating how individual ambidexterity can contribute to operational and financial performance and the creation of value for investors.

4.0 Conclusion

In terms of exploration, individual ambidexterity among the employees of BB Corp. is manifested through their recognition that valuing and staying current with new ideas and advancements in their field can significantly enhance their effectiveness. This encourages lifelong learning, which advances the company's expansion and individual and professional development. On the other hand, in terms of exploitation, individual ambidexterity is reflected in employees' ability to handle multiple tasks. The organization can gain from increased innovation, problem-solving, flexibility, employee engagement, learning and development, competitive edge, efficiency, and improved employee retention due to their encouragement to explore new ideas through multitasking.

Additionally, while BB Corp. consistently meets its financial performance targets, the transparency in its financial reporting practices is also rated positively. These factors indicate that BB Corp.'s employees are performing well in terms of utilizing company resources effectively to achieve financial goals. In terms of operational performance, employees feel that their work tasks are clearly aligned with the organizational goals. This alignment reveals that BB Corp. focuses on quality management and process improvement, contributing to overall operational success.

Finally, concerning shareholder return, the data suggest that BB Corp. is effective in creating value for its shareholders through various initiatives and operational excellence driven by its ambidextrous employees. The study concludes that there is a significant relationship between the manifestation of individual ambidexterity and the organizational performance level among employees at BB Corp. The null hypothesis was rejected since the probability values for each variable were .000, below the significance level of .05. The correlation coefficient (r-value) ranged from 0.26 to 0.75, indicating a moderately small to high positive correlation. This demonstrates a substantial link between individual ambidexterity and organizational performance levels, suggesting that the higher the manifestation of individual ambidexterity, the higher the organizational performance.

In particular, the study found that individual ambidexterity in terms of exploitation positively affects both financial and operational performance at BB Corp. Conversely, individual ambidexterity in terms of exploration does not significantly impact either financial or operational performance. However, exploration and exploitation significantly influence shareholder returns, indicating that the manifestation of individual ambidexterity in these areas contributes to the company's overall shareholder value.

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The authors indicate equal contribution to each section. The authors reviewed and approved the final work.

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The author declares no conflicts of interest about the publication of this paper.

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