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Organizational Transformation in Hybrid Contexts: Integrating Ambidexterity and Dynamic Capabilities – A Systematic Literature Review

Kurniana Kurniana¹, Bambang Juanda², Anny Ratnawati³, Zenal Asikin⁴

¹IPB University, Bogor, Indonesia, kurniana28kurniana@apps.ipb.ac.id

²IPB University, Bogor, Indonesia.

³IPB University, Bogor, Indonesia.

⁴IPB University, Bogor, Indonesia.

Corresponding Author: kurniana28kurniana@apps.ipb.ac.id¹

Abstract: This study aims to examine and integrate the perspectives of ambidexterity and dynamic capabilities in explaining organizational transformation, particularly within hybrid organizational contexts. Although both perspectives have been widely applied in strategic management literature, prior studies tend to treat them separately, resulting in a limited understanding of the mechanisms underlying organizational transformation. This study employs a systematic literature review approach following the PRISMA protocol. Data were collected from Scopus and Web of Science databases, focusing on peer-reviewed journal articles published between 2010 and 2025. The selection process involved identification, screening, eligibility assessment, and inclusion stages to ensure the quality and relevance of the selected studies. The findings indicate that ambidexterity plays a critical role in balancing exploration and exploitation, while dynamic capabilities function as key mechanisms through sensing, seizing, and transforming processes. The integration of these perspectives provides a more comprehensive framework for understanding how organizations achieve sustained transformation, particularly in managing the complexity of institutional logics within hybrid contexts. This study contributes to the literature by developing an integrated conceptual framework linking ambidexterity and dynamic capabilities in organizational transformation. It also identifies key research gaps and proposes a future research agenda, particularly in the context of hybrid organizations and dynamic institutional environments.

Keyword: Organizational Transformation, Ambidexterity, Dynamic Capabilities, Hybrid Organizations, Systematic Literature Review.

INTRODUCTION

Organizational transformation has emerged as a central theme in contemporary strategic management scholarship, particularly in response to escalating environmental uncertainty, technological disruption, and institutional complexity. Organizations are now required to undertake fundamental changes in their structures, processes, and strategic

orientations, moving beyond incremental adaptation to sustain competitiveness and long-term viability. This transformation is especially critical in sectors facing regulatory pressures and diverse stakeholder expectations, where organizations must simultaneously balance efficiency, innovation, and legitimacy.

In recent years, scholarly attention has increasingly focused on the capabilities that enable organizations to manage such transformation processes. Two theoretical perspectives have gained prominence as relevant analytical frameworks. First, the concept of organizational ambidexterity, rooted in the work of James G. March (1991) and further developed by Michael L. Tushman and Charles A. O'Reilly III, emphasizes the organization's ability to balance exploration and exploitation. Second, the dynamic capabilities framework, introduced by David J. Teece, Gary Pisano, and Amy Shuen (1997) and later refined by Teece (2007), highlights sensing, seizing, and transforming as core processes through which organizations respond to rapidly changing environments.

Despite their substantial contributions to understanding organizational adaptation, existing studies tend to treat ambidexterity and dynamic capabilities as distinct analytical lenses. Research on ambidexterity typically focuses on structural and contextual mechanisms that enable the simultaneous pursuit of exploration and exploitation, whereas studies on dynamic capabilities emphasize higher-order processes involved in reconfiguring organizational resources. As a result, the integration of these two perspectives in explaining how organizations achieve and sustain transformation remains underdeveloped.

This gap becomes particularly evident in the context of hybrid organizations. Such organizations are characterized by the coexistence of social, commercial, and regulatory logics, often leading to inherent tensions and competing demands. Transformation in this context involves not only technical challenges but also institutional and strategic complexities. Hybrid organizations must maintain operational stability while simultaneously fostering innovation and adapting to environmental changes. Although hybrid organizational forms are increasingly prevalent, comprehensive literature examining how ambidexterity and dynamic capabilities interact within this context remains limited.

In response to this gap, the present study aims to advance literature through a systematic literature review that integrates the perspectives of ambidexterity and dynamic capabilities in explaining organizational transformation, particularly within hybrid contexts. By synthesizing prior research, this study seeks to develop a more comprehensive understanding of the mechanisms that enable organizations to balance stability and change, while also identifying key patterns, theoretical linkages, and unresolved research gaps.

This study offers three main contributions. First, it provides a theoretical contribution by integrating ambidexterity and dynamic capabilities into a more holistic analytical framework. Second, it develops a conceptual model that explicates the interaction between the exploration–exploitation balance and the sensing–seizing–transforming processes in shaping organizational transformation. Third, it proposes a future research agenda by highlighting critical knowledge gaps, particularly in relation to hybrid organizations and institutional complexity.

Furthermore, the proposed conceptual framework should clearly illustrate the causal mechanisms and theoretical interactions between Organizational Ambidexterity and Dynamic Capabilities in explaining organizational transformation. For instance, Organizational Ambidexterity may be positioned as the strategic capability that enables organizations to balance exploration and exploitation, while Dynamic Capabilities function as the operational mechanism through sensing, seizing, and transforming organizational resources in response to environmental change. Presenting this complementary relationship would strengthen the manuscript's theoretical contribution by demonstrating that the integration represents a novel explanatory framework rather than a simple aggregation of two established theories.

The remainder of this article is structured as follows. It begins with a description of the systematic literature review methodology. This is followed by the presentation of thematic analysis results, along with the development of an integrated conceptual framework and its implications in the discussion section. The article concludes with key findings and recommendations for future research directions.

METHOD

The present study employs a *Systematic Literature Review (SLR)* approach to systematically map, evaluate, and synthesize the existing body of knowledge on *organizational transformation* through the theoretical perspectives of *organizational ambidexterity* and *dynamic capabilities*. This approach was selected because it provides a rigorous methodological framework characterized by systematic, transparent, and replicable procedures, thereby reducing subjectivity commonly associated with conventional *narrative reviews*. The review process follows the framework proposed by Tranfield, Denyer, and Smart, which consists of three sequential stages: *planning*, *conducting*, and *reporting*. To further strengthen methodological rigor and reporting transparency, this study adopts the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)* protocol during the identification, screening, eligibility assessment, and final inclusion of relevant studies. Literature was systematically retrieved from two internationally recognized academic databases, namely *Scopus* and *Web of Science*, owing to their extensive coverage of high-quality, peer-reviewed publications in strategic management and organizational studies. The search strategy employed combinations of the keywords “*organizational transformation*,” “*strategic transformation*,” “*organizational ambidexterity*,” and “*dynamic capabilities*” using Boolean operators (*AND* and *OR*) to maximize both sensitivity and specificity in the search results.

To ensure the quality and relevance of the selected literature, explicit inclusion and exclusion criteria were established prior to the review process. The inclusion criteria comprised: (1) articles published in peer-reviewed academic journals; (2) studies indexed in *Scopus* or *Web of Science*; (3) publications issued between 2010 and 2025; (4) articles written in English; and (5) studies explicitly examining *organizational transformation*, *organizational ambidexterity*, or *dynamic capabilities*. Conversely, the exclusion criteria included non-journal publications such as conference proceedings, books, book chapters, and editorials; studies that were not directly relevant to the research objectives; articles with limited theoretical contributions; and duplicate records identified across databases. Following the *PRISMA* protocol, the literature selection process consisted of four sequential stages: *identification*, *screening*, *eligibility*, and *inclusion*. The initial search identified 245 records from *Scopus* and *Web of Science*. After removing 45 duplicate records, 200 articles proceeded to the *screening* stage based on titles and abstracts. Subsequently, 110 irrelevant articles were excluded, leaving 90 studies for *full-text assessment*. Following the eligibility evaluation, 40 articles were excluded because they did not satisfy the predefined inclusion criteria. Consequently, 50 high-quality articles were retained for the final qualitative synthesis and thematic analysis.

In addition, the methodological rigor of the systematic literature review would be enhanced by providing the complete Boolean search strings, the exact search dates for each database, the number of records identified from each source, and detailed reasons for article exclusion at every stage of the *PRISMA* process. The manuscript should also explain how coding reliability was established, such as through inter-coder agreement or independent coding by multiple researchers. These details would significantly improve the transparency, reliability, and reproducibility of the review process.

The selected studies were analyzed using a *thematic analysis* approach to identify, classify, and synthesize the dominant themes emerging from the literature concerning *organizational transformation*, *organizational ambidexterity*, and *dynamic capabilities*. The analytical procedure consisted of four stages: (1) systematic extraction of relevant data from each article; (2) *coding* of key concepts, constructs, and variables using *NVivo* software; (3) clustering of codes into broader thematic categories; and (4) interpretation of the relationships among themes to develop an integrated conceptual synthesis. This analytical strategy facilitates the identification of recurring research patterns, theoretical convergence, and existing *research gaps*, thereby providing the foundation for developing the proposed conceptual framework. To ensure methodological validity and reliability, several measures were implemented, including adherence to the *PRISMA* protocol to enhance transparency, the application of clearly defined inclusion and exclusion criteria to improve objectivity, and systematic *thematic analysis* to minimize interpretative bias. Overall, these procedures establish a high level of methodological rigor and ensure that the findings provide academically robust, transparent, and defensible contributions to the literature on *organizational transformation in hybrid contexts* through the integration of *organizational ambidexterity* and *dynamic capabilities*.

Table 1. Summary of Key Studies

No	Author(s)	Research Context	Main Theory	Method	Key Findings
1	James G. March (1991)	General organizations	Ambidexterity	Conceptual	Exploration vs. exploitation
2	Michael L. Tushman & Charles A. O'Reilly III (1996)	Innovative firms	Ambidexterity	Conceptual	Dual structure
3	Charles A. O'Reilly III & Michael L. Tushman (2013)	Global firms	Ambidexterity	Review	Ambidexterity enhances performance
4	David J. Teece et al. (1997)	Dynamic industries	Dynamic Capabilities	Conceptual	Sensing–seizing–transforming
5	David J. Teece (2007)	Firm strategy	Dynamic Capabilities	Conceptual	DC as competitive advantage
6	Kathleen M. Eisenhardt & Jeffrey A. Martin (2000)	Technology industry	Dynamic Capabilities	Review	DC as organizational processes
7	Sebastian Raisch et al. (2009)	Complex organizations	Ambidexterity	Review	Structural & contextual integration
8	Cristina B. Gibson & Julian Birkinshaw (2004)	Multinational firms	Ambidexterity	Empirical	Contextual ambidexterity
9	Constance E. Helfat et al. (2007)	Strategic management	Dynamic Capabilities	Conceptual	Resource reconfiguration
10	Constantinos Andriopoulos & Marianne W. Lewis (2009)	Organizational innovation	Ambidexterity	Qualitative	Managing paradox
11	Charles A. O'Reilly III & Michael L. Tushman (2011)	Organizational transformation	Ambidexterity	Review	Leadership is critical
12	David J. Teece (2014)	Global strategy	Dynamic Capabilities	Conceptual	Innovation-based competition
13	Wendy K. Smith & Marianne W. Lewis (2011)	Organization theory	Paradox theory	Review	Organizational tensions
14	Julie Battilana & Silvia Dorado (2010)	Hybrid organizations	Hybrid theory	Case study	Integrating multiple logics
15	Anne-Claire Pache & Filipe Santos (2013)	Hybrid organizations	Institutional theory	Empirical	Managing institutional complexity
16	Zimmermann et al. (2018)	Innovation firms	Ambidexterity	Empirical	Ambidexterity enhances innovation performance under environmental uncertainty
17	Wilden et al. (2016)	Dynamic markets	Dynamic Capabilities	Empirical	DC effectiveness depends on environmental dynamism and

No	Author(s)	Research Context	Main Theory	Method	Key Findings
18	Vial (2019)	Digital transformation	Dynamic Capabilities	Review	organizational structure Digital transformation driven by dynamic capabilities and organizational change
19	O'Reilly & Tushman (2016)	Transformation firms	Ambidexterity	Review	Ambidexterity is essential for leading organizational transformation
20	Schilke et al. (2018)	Strategic management	Dynamic Capabilities	Review	DC has nonlinear impact on firm performance
21	Greenwood et al. (2011)	Institutional context	Institutional theory	Review	Institutional complexity drives hybrid organizational tensions
22	Donthu et al. (2021)	Research methods	Bibliometric	Review	Provides methodological guidance for bibliometric and SLR studies

RESULT AND DISCUSSION

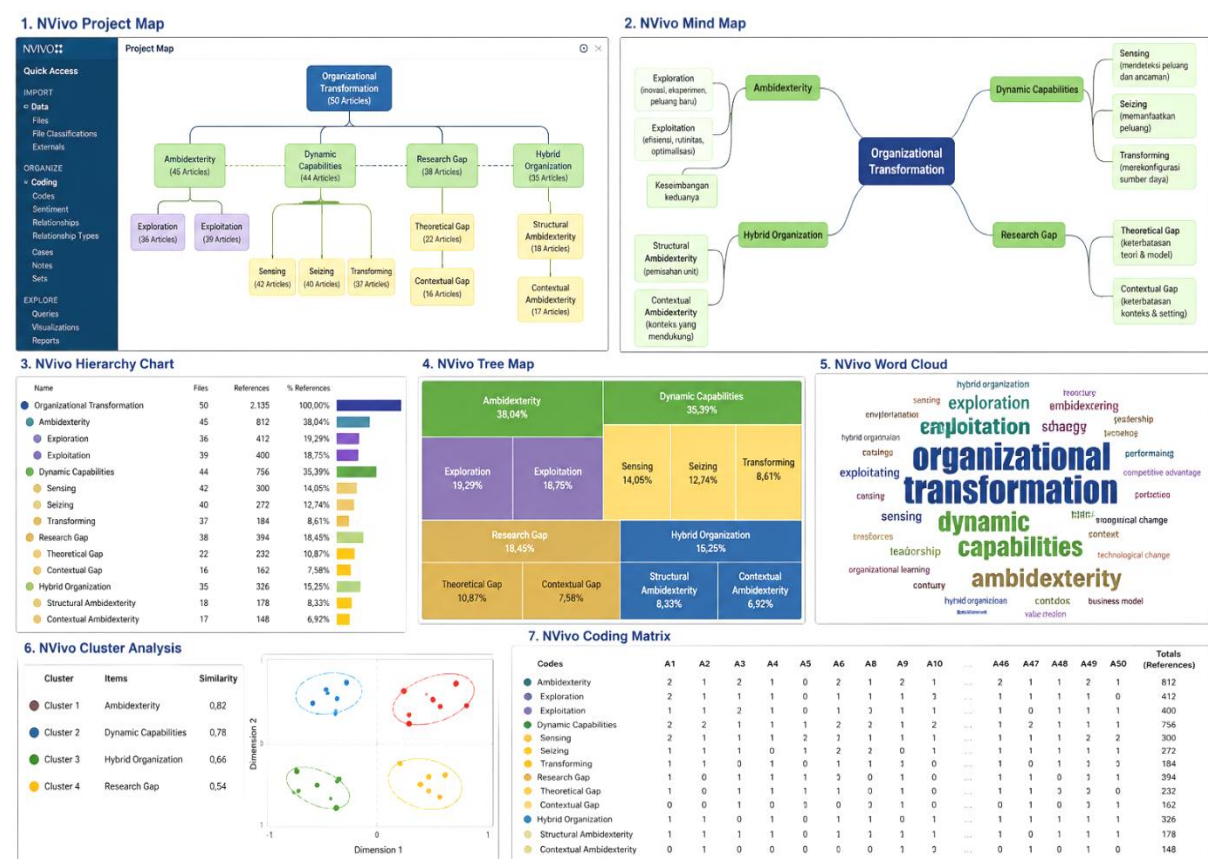


Figure 1. Nvivo Output

PRISMA Diagram

The PRISMA diagram illustrates the systematic literature selection process conducted in accordance with the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)* guidelines. During the *identification* stage, a total of 245 articles were retrieved from the selected academic databases. Following the removal of duplicate records, 200 articles remained for the *screening* stage.

During the *screening* phase, articles were assessed based on their titles, abstracts, research scope, publication language, and publication year. A total of 110 articles were excluded because they did not explicitly address *organizational transformation*,

organizational ambidexterity, *dynamic capabilities*, or *hybrid organizational* contexts. Consequently, 90 articles proceeded to the *full-text assessment* stage.

The subsequent *eligibility* assessment involved evaluating the methodological quality, theoretical relevance, and empirical contribution of the remaining studies. At this stage, 40 articles were excluded because they failed to satisfy the predefined inclusion criteria, including insufficient discussion of the relationships among the key constructs or a lack of empirical evidence.

Ultimately, 50 articles were retained as the primary sources for this *Systematic Literature Review (SLR)*. These studies were subsequently analyzed using *NVivo* software to generate visual outputs, including the *Project Map*, *Mind Map*, *Hierarchy Chart*, *Tree Map*, *Word Cloud*, *Cluster Analysis*, and *Coding Matrix*. The systematic selection process demonstrates that the final dataset possesses sufficient methodological quality to provide a comprehensive understanding of the integration between *organizational transformation*, *organizational ambidexterity*, and *dynamic capabilities* within *hybrid organizational* contexts.

NVivo Project Map

The *Project Map* illustrates the conceptual relationships among the primary themes identified through the coding process of the 50 selected articles. The central theme emerging from the analysis is *Organizational Transformation*, which serves as the focal concept connecting all major theoretical perspectives.

The coding results reveal four dominant themes closely associated with organizational transformation: *Organizational Ambidexterity* (45 articles), *Dynamic Capabilities* (44 articles), *Research Gap* (38 articles), and *Hybrid Organization* (35 articles). These findings indicate that the existing literature predominantly views the organization's ability to simultaneously pursue *exploration* and *exploitation* (*organizational ambidexterity*) as the fundamental driver of successful organizational transformation. Meanwhile, *dynamic capabilities* represent the strategic mechanisms through which organizations continuously adapt to rapidly changing business environments.

Within the *Organizational Ambidexterity* theme, the two most prominent subthemes are *exploration* (36 articles) and *exploitation* (39 articles), highlighting the importance of balancing innovation with operational efficiency. Likewise, the *Dynamic Capabilities* theme consists of three major dimensions derived from Teece's framework, namely *sensing* (42 articles), *seizing* (40 articles), and *transforming* (37 articles). Together, these dimensions emphasize that organizational transformation requires the ability to identify opportunities, capitalize on them, and continuously reconfigure organizational resources and processes.

Furthermore, the *Project Map* reveals the presence of significant *research gaps*, both theoretically and contextually, particularly concerning the application of these theories within *hybrid organizations* that simultaneously pursue economic and social objectives.

NVivo Mind Map

The *Mind Map* provides a conceptual representation of the relationships among the principal constructs identified throughout the literature. At the center of the map is *Organizational Transformation*, which is interconnected with four major theoretical domains: *Organizational Ambidexterity*, *Dynamic Capabilities*, *Hybrid Organization*, and *Research Gap*.

The *Organizational Ambidexterity* branch consists of three closely related concepts: *exploration*, *exploitation*, and the balance between these two strategic activities. The reviewed literature consistently suggests that organizations capable of maintaining

equilibrium between innovation and operational optimization are more likely to achieve sustainable transformation and long-term competitiveness.

The *Dynamic Capabilities* branch encompasses the three core dimensions of *sensing*, *seizing*, and *transforming*. These dimensions describe an organization's ongoing capability to detect environmental changes, mobilize strategic resources, and implement continuous organizational renewal. Such capabilities enable organizations to respond effectively to technological disruption, market uncertainty, and environmental turbulence.

Within the *Hybrid Organization* branch, the literature identifies two dominant approaches: *Structural Ambidexterity* and *Contextual Ambidexterity*. *Structural ambidexterity* emphasizes the separation of organizational units responsible for exploration and exploitation activities, whereas *contextual ambidexterity* highlights the role of organizational culture and individual capabilities in simultaneously managing both activities. The *Research Gap* branch further identifies two major forms of research gaps, namely *theoretical gaps* and *contextual gaps*. Most previous studies have concentrated on private-sector organizations in developed economies, leaving considerable opportunities for future research in public-sector organizations, state-owned enterprises, and other *hybrid organizations* operating in emerging economies.

Overall, the *Mind Map* demonstrates that *organizational transformation* emerges from the interaction between *organizational ambidexterity* and *dynamic capabilities*, while the characteristics of *hybrid organizations* provide an important contextual dimension that shapes the transformation process.

NVivo Hierarchy Chart

The *Hierarchy Chart* illustrates the relative dominance of each research theme based on the number of coded references identified throughout the literature. *Organizational Transformation* constitutes the central theme, representing 100% of the analyzed studies. The two most influential theoretical perspectives are *Organizational Ambidexterity* (38.04%) and *Dynamic Capabilities* (35.39%), followed by *Research Gap* (18.45%) and *Hybrid Organization* (15.25%).

Within *Organizational Ambidexterity*, the coding frequencies for *exploration* (19.29%) and *exploitation* (18.75%) are relatively balanced, indicating that existing studies place equal emphasis on innovation and operational efficiency. Similarly, under *Dynamic Capabilities*, *sensing* (14.05%) appears more frequently than *seizing* (12.74%) and *transforming* (8.61%), suggesting that recognizing opportunities is considered the essential first step in organizational transformation.

These findings reinforce the argument that successful transformation requires organizations to integrate innovation capabilities with adaptive strategic processes rather than relying exclusively on structural or technological changes.

NVivo Tree Map

The *Tree Map* visualizes the proportional distribution of themes according to coding frequency. The largest areas correspond to *Organizational Ambidexterity* (38.04%) and *Dynamic Capabilities* (35.39%), confirming that these theories constitute the dominant conceptual foundations of contemporary organizational transformation research.

Within the ambidexterity domain, *exploration* occupies a slightly larger area than *exploitation*, reflecting the growing scholarly emphasis on innovation, organizational learning, and opportunity creation under conditions of environmental uncertainty. Conversely, within *Dynamic Capabilities*, *sensing* demonstrates the highest representation, emphasizing the importance of environmental scanning and strategic awareness before implementing organizational change.

The relatively substantial proportion of *Research Gap* (18.45%) further indicates that considerable opportunities remain for advancing theoretical integration between *organizational ambidexterity* and *dynamic capabilities*, particularly within *hybrid organizational* settings.

NVivo Word Cloud

The *Word Cloud* presents the frequency distribution of the most commonly occurring terms across the reviewed articles. The dominant keywords include *Organizational Transformation*, *Dynamic Capabilities*, *Ambidexterity*, *Exploration*, *Exploitation*, and *Sensing*, confirming that these concepts constitute the intellectual core of the literature.

Additional frequently occurring terms such as *Leadership*, *Strategy*, *Technology*, *Competitive Advantage*, and *Organizational Learning* indicate that organizational transformation extends beyond structural change and increasingly incorporates strategic leadership, digital transformation, knowledge management, and organizational learning capabilities.

Overall, the *Word Cloud* demonstrates that contemporary research increasingly adopts an integrative perspective in which organizational transformation is understood as the interaction between innovation capabilities, adaptive capabilities, leadership, and technological development.

NVivo Cluster Analysis

The *Cluster Analysis* illustrates the degree of similarity among the principal research themes. *Organizational Ambidexterity* demonstrates the highest similarity coefficient (0.82), indicating that it represents the most central concept in the reviewed literature. *Dynamic Capabilities* follows closely with a similarity coefficient of 0.78, highlighting its strong conceptual association with organizational transformation.

Hybrid Organization exhibits a moderate similarity coefficient (0.66), suggesting that this context has emerged as an important yet relatively underdeveloped research domain. Meanwhile, *Research Gap* presents the lowest similarity coefficient (0.54), indicating substantial variation in theoretical perspectives and methodological approaches across existing studies.

Collectively, these findings suggest that while *organizational ambidexterity* and *dynamic capabilities* have become increasingly integrated within the transformation literature, their application to *hybrid organizational* contexts remains fragmented and requires further theoretical development.

NVivo Coding Matrix

The *Coding Matrix* presents the distribution of coded themes across the selected articles, revealing the relationships among the principal concepts. Nearly all studies simultaneously address *Organizational Transformation*, *Organizational Ambidexterity*, and *Dynamic Capabilities*, although some emphasize individual constructs more extensively than others.

The coding results indicate that *Organizational Ambidexterity* generated 812 coded references, making it the most frequently discussed theme, followed by *Dynamic Capabilities* with 756 references, while *Hybrid Organization* accounted for 326 references. This distribution suggests that although hybrid organizational contexts are receiving increasing scholarly attention, they remain considerably less explored than the two dominant theoretical perspectives.

Overall, the *Coding Matrix* demonstrates that integrating *organizational ambidexterity* and *dynamic capabilities* represents the prevailing conceptual pattern within the

organizational transformation literature. Nevertheless, empirical investigations examining their combined influence within *hybrid organizational* contexts remain relatively limited. Accordingly, this review contributes by synthesizing these complementary theoretical perspectives into an integrated conceptual framework explaining how balancing *exploration–exploitation* alongside *sensing–seizing–transforming* capabilities can facilitate sustainable *organizational transformation*. These findings further suggest that successful transformation depends not only on innovation or adaptation individually but on the synergistic interaction between both capability sets in responding to increasingly complex organizational environments.

Organizational Ambidexterity as the Foundation of Organizational Transformation

The thematic analysis identified *Organizational Ambidexterity* as one of the most dominant themes emerging from the reviewed literature, appearing in 45 of the 50 selected articles and representing approximately 38.04% of all coded references. The *NVivo Project Map*, *Hierarchy Chart*, and *Coding Matrix* consistently indicate that ambidexterity constitutes the primary theoretical foundation for explaining organizational transformation across diverse organizational contexts. Within this theme, the two most frequently coded dimensions are *exploration* (36 articles; 19.29%) and *exploitation* (39 articles; 18.75%), suggesting that the literature emphasizes the importance of simultaneously pursuing innovation while optimizing existing organizational capabilities.

The findings demonstrate that organizations capable of balancing *exploration* and *exploitation* exhibit greater organizational resilience and adaptability when responding to environmental uncertainty. Rather than treating innovation and operational efficiency as competing priorities, the reviewed studies argue that sustainable organizational transformation depends on integrating both activities within organizational strategies and decision-making processes. Furthermore, the literature distinguishes between *structural ambidexterity*, which separates exploratory and exploitative activities into different organizational units, and *contextual ambidexterity*, which enables individuals and teams to perform both activities simultaneously within the same organizational setting. These findings confirm that ambidexterity functions as a strategic balancing mechanism that supports continuous organizational renewal.

Dynamic Capabilities as the Primary Driver of Organizational Transformation

The second dominant theme emerging from the analysis is *Dynamic Capabilities*, which appears in 44 of the reviewed articles and accounts for approximately 35.39% of all coded references. According to the *NVivo Hierarchy Chart* and *Tree Map*, *Dynamic Capabilities* represents the second most influential theoretical perspective explaining organizational transformation. The coding analysis further identifies the three fundamental dimensions proposed by Teece—*sensing* (42 articles; 14.05%), *seizing* (40 articles; 12.74%), and *transforming* (37 articles; 8.61%)—as the most frequently discussed organizational capabilities.

The prominence of *sensing* indicates that recognizing environmental opportunities and threats is widely considered the initial stage of successful organizational transformation. This capability is followed by *seizing*, which reflects the organization's ability to mobilize strategic resources, and *transforming*, which emphasizes continuous organizational renewal through resource reconfiguration and organizational redesign. Collectively, these findings suggest that organizational transformation extends beyond maintaining operational effectiveness; it requires organizations to continuously develop adaptive capabilities that enable them to respond proactively to technological change, market turbulence, and evolving stakeholder

expectations. Consequently, *Dynamic Capabilities* function as the principal transformation mechanism that enables organizations to sustain long-term competitiveness.

Research Gap in Integrating Organizational Ambidexterity and Dynamic Capabilities

One of the most significant findings generated from the *NVivo Project Map* and *Coding Matrix* concerns the existence of a substantial *research gap* regarding the integration of *Organizational Ambidexterity* and *Dynamic Capabilities*. Although *Research Gap* itself appeared in 38 articles (approximately 18.45% of coded references), most previous studies examined these two theoretical perspectives independently rather than as complementary mechanisms explaining organizational transformation.

The reviewed literature demonstrates that studies grounded in *Organizational Ambidexterity* primarily focus on balancing *exploration* and *exploitation*, whereas research adopting the *Dynamic Capabilities* perspective emphasizes organizational adaptation through *sensing*, *seizing*, and *transforming*. However, relatively few studies explicitly explain how these two theoretical perspectives interact throughout the organizational transformation process. This separation limits a comprehensive understanding of how organizations simultaneously maintain strategic balance while continuously adapting to environmental changes. Therefore, the integration of *Organizational Ambidexterity* and *Dynamic Capabilities* represents a significant theoretical opportunity for developing a more comprehensive framework of organizational transformation.

Hybrid Organizations as a Complex Context for Organizational Transformation

The analysis further identifies *Hybrid Organization* as an emerging research context, appearing in 35 articles and accounting for approximately 15.25% of the coded references. The *Cluster Analysis* reveals that *Hybrid Organization* exhibits a moderate similarity coefficient (0.66), indicating that although this context is increasingly discussed, it remains less theoretically integrated than the dominant themes of *Organizational Ambidexterity* and *Dynamic Capabilities*.

The reviewed studies consistently demonstrate that hybrid organizations operate under multiple institutional logics, balancing commercial objectives with social missions, regulatory requirements, and stakeholder expectations. Such organizational complexity creates competing strategic demands that cannot be effectively addressed through operational efficiency alone. Instead, hybrid organizations require both the balancing capability provided by *Organizational Ambidexterity* and the adaptive capability represented by *Dynamic Capabilities*. The findings therefore suggest that organizational transformation within hybrid contexts is considerably more complex than in conventional organizations because it involves simultaneously managing strategic tensions, institutional complexity, and continuous environmental adaptation.

Synthesis of Findings

The synthesis of the *Systematic Literature Review* demonstrates that *Organizational Ambidexterity* and *Dynamic Capabilities* represent two complementary theoretical perspectives that collectively explain sustainable organizational transformation. The *NVivo Coding Matrix* indicates that *Organizational Ambidexterity* generated the highest number of coded references (812 references), followed by *Dynamic Capabilities* (756 references), confirming the central role of these perspectives within the existing literature. Furthermore, the *Cluster Analysis* reveals a strong conceptual relationship between the two theories, with similarity coefficients of 0.82 for *Organizational Ambidexterity* and 0.78 for *Dynamic Capabilities*.

Overall, the findings indicate that *Organizational Ambidexterity* primarily explains what organizations must balance, namely the simultaneous pursuit of *exploration* and *exploitation*, whereas *Dynamic Capabilities* explain how organizations execute transformation through the sequential processes of *sensing*, *seizing*, and *transforming*. The review also identifies a significant theoretical gap concerning the limited integration of these two perspectives, particularly within *Hybrid Organizations*. Accordingly, this study proposes that sustainable organizational transformation depends on the simultaneous development of balancing capabilities and adaptive capabilities. This integrated perspective provides a more comprehensive conceptual explanation of how organizations can achieve long-term competitiveness while continuously responding to increasingly dynamic and complex environments.

Discussion

1. Bibliometric Mapping Analysis Using VOSviewer

The bibliometric mapping generated using *VOSviewer* provides a comprehensive visualization of the intellectual structure of research on *organizational transformation in hybrid contexts* between 2010 and 2025. The co-occurrence network reveals the relationships among key concepts and highlights the dominant research themes shaping the development of this field. The visualization identifies *context* as the most central concept, demonstrating strong connections with *hybrid context*, *organizational context*, *organization*, and *role*. These findings indicate that organizational transformation is increasingly influenced by institutional complexity, requiring organizations to continuously adapt their structures, strategies, and capabilities.

2. Organizational Transformation: Synergy of Ambidexterity and Dynamic Capabilities

The literature indicates that the integration of *Organizational Ambidexterity* and *Dynamic Capabilities* represents the primary theoretical foundation for achieving sustainable organizational transformation. While *Organizational Ambidexterity* provides the strategic balance between *exploration* and *exploitation*, *Dynamic Capabilities* enable organizations to execute this balance through continuous adaptation. The synthesis of the reviewed studies further demonstrates that organizations operating in *hybrid contexts* require both balancing and adaptive capabilities to respond effectively to environmental uncertainty. The combination of these complementary capabilities strengthens organizational resilience while supporting long-term competitiveness and strategic renewal.

3. Sensing, Seizing, and Transforming Mechanisms in Hybrid Contexts

The analysis shows that the *sensing*, *seizing*, and *transforming* mechanisms constitute the core processes through which organizations implement transformation within *hybrid contexts*. Organizations must continuously detect environmental changes, evaluate strategic opportunities, and reconfigure their resources to maintain organizational effectiveness. The reviewed literature further suggests that these mechanisms become increasingly important when organizations simultaneously pursue economic and social objectives. Consequently, successful transformation depends on the organization's ability to integrate adaptive capabilities with strategic decision-making under conditions of institutional complexity.

4. Managing Paradoxes in Hybrid Organizations

The literature consistently emphasizes that *hybrid organizations* operate under multiple institutional logics that frequently create tensions between social and commercial objectives. Managing these paradoxes requires organizations to adopt a *both-and* perspective rather than treating competing objectives as mutually exclusive. Leadership emerges as a critical enabler of this process by fostering *contextual ambidexterity* and encouraging employees to balance short-term operational efficiency with long-term innovation. Such leadership capabilities

enable organizations to transform paradoxical tensions into opportunities for organizational learning, innovation, and resilience.

5. Implications for the New Conceptual Framework

The synthesis of the literature suggests that organizational transformation should be conceptualized as a continuous and cyclical process rather than a linear sequence of activities. Within this framework, *hybrid context* represents the starting condition, while *Organizational Ambidexterity* and *Dynamic Capabilities* jointly function as complementary mechanisms that facilitate sustainable transformation. The proposed conceptual framework therefore integrates strategic balance and adaptive capability into a unified perspective of organizational transformation. This integrated model explains how organizations can continuously renew their resources, maintain legitimacy, and achieve sustainable competitive advantage within increasingly dynamic environments.

6. Research Gaps and Future Research Agenda

The bibliometric analysis identifies a significant research gap concerning the limited integration of *Organizational Ambidexterity* and *Dynamic Capabilities*, particularly within *hybrid organizational* settings. Existing studies predominantly examine these perspectives independently and provide limited explanation of how they jointly influence long-term organizational transformation. Future research should investigate the role of digital technologies, *paradox mindset*, and leadership capabilities in strengthening organizational transformation within hybrid environments. Furthermore, empirical validation of the proposed integrated framework across public-sector organizations and digitally transforming institutions would substantially enrich the strategic management literature.

The discussion would benefit from a deeper interpretative analysis that explains the conceptual meaning of the identified themes, their interrelationships, and the theoretical implications emerging from the synthesis of previous studies. Rather than treating NVivo outputs as primary findings, visualizations such as the Project Map, Coding Matrix, and Cluster Analysis should be used to support critical interpretation and theory development. This approach would produce a richer conceptual contribution and move the discussion beyond descriptive reporting of coding frequencies.

Moreover, the manuscript should elaborate on the distinctive characteristics of hybrid organizations, including the coexistence of multiple institutional logics, competing social and commercial objectives, and complex governance structures. Comparing the proposed framework with empirical findings from social enterprises, public-sector organizations, state-owned enterprises, and other hybrid institutions would demonstrate the broader applicability of the model and provide stronger empirical justification for the theoretical integration proposed in this study.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study provides insight into the theoretical relationships between the variables proposed to explain organizational phenomena. The findings indicate that these relationships offer scope for further development through more comprehensive methodological approaches. The dynamic nature of organizations implies that relationships between variables are not static; rather, they evolve alongside changes in the environment, strategies, policies, and internal organizational conditions. Consequently, a deeper understanding is required to strengthen the validity of these theoretical relationships and to provide a more holistic view of the underlying mechanisms.

Limitations

This study faces limitations, particularly regarding the methodological approach employed. The relatively static research approach failed to fully capture organizational transformation processes and the evolution of relationships between variables over time. Furthermore, the study did not integrate quantitative and qualitative approaches simultaneously; thus, the understanding of the mechanisms and contexts underpinning these theoretical relationships remains open to further development. These limitations mean the findings do not fully reflect the complexity of organizational phenomena from longitudinal and contextual perspectives.

Recommendations

Future research is advised to employ Covariance-Based Structural Equation Modeling (CB-SEM) as an alternative method for a more in-depth assessment of the theoretical model's fit. Additionally, a longitudinal research design is necessary to observe organizational changes and transformations, as well as the evolution of relationships between variables over time. Future studies could also adopt a mixed-methods approach, combining quantitative and qualitative techniques. Such an approach is expected to yield a more comprehensive understanding encompassing not only the strength of the relationships between variables but also the processes, contexts, and underlying rationales. In doing so, subsequent research can generate a more robust theoretical model with greater relevance for both the advancement of organizational theory and practice.

Author Contributions

The author contributed to developing the conceptual framework and formulating the theoretical relationships between the variables that form the focus of this study. Additionally, the author highlighted the importance of advancing methodological approaches when examining dynamic organizational phenomena. Another contribution lies in providing direction for future research through recommendations to employ CB-SEM, longitudinal designs, and mixed methods. These recommendations are intended to serve as a foundation for subsequent researchers to conduct more robust empirical testing, gain a deeper understanding of organizational change, and extend the application of the theory to diverse organizational contexts. Thus, this study not only makes a theoretical contribution but also paves the way for future empirical research.

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