The Potential of Ambidexterity in Public Sector Organizations in the UAE

Table of Contents

Abstract

This study aims to investigate the potential role of ambidexterity in UAE government entities. Ambidexterity is the capacity of an organization to balance the use of existing technologies with the pursuit of new opportunities; it is essential to its long-term survival. This study aims to investigate the cultural and political factors that influence the adoption of ambidexterity in UAE public sector organizations. The study will be conducted utilizing a mixed-approaches approach, combining qualitative and quantitative methodologies for data collection. To get a deeper understanding of the degree of ambidexterity and the organizational factors that drive it, a survey will be administered to a representative sample of UAE public sector organizations. In-depth interviews with managers and policymakers will also be conducted to acquire further qualitative data on the challenges and best practices associated with ambidexterity integration in UAE public sector organizations. This study will contribute to the existing body of information on the issue by focusing on the potential applications of ambidexterity in the UAE public sector. It will provide managers and policymakers in the public sector of the UAE with essential guidance on how to adopt ambidexterity effectively, hence enhancing performance. The research will also examine the cultural and political factors that influence ambidexterity in UAE public sector companies and how they differ from those in other nations in order to acquire a better understanding of the unique challenges and opportunities faced by UAE businesses. The study has the potential to significantly impact the administration and operation of public sector organizations in the UAE, hence contributing to national development. Researchers interested in ambidexterity, as well as public sector managers and UAE politicians, may find the study's conclusions useful.

Chapter 1: Introduction

1.1: Background

Ambidexterity is the ability to utilize both hands with equal dexterity. [O'reilly & Tushman, 1996] Organizational ambidexterity (OA) is a management concept that refers to a company's ability to embrace immediate opportunities while simultaneously excelling in researching possible long-term benefits for the future. Exploration is required to compete in future and emerging technologies, where trial, adaptability, and experimentation are essential, whereas exploitation is required to compete in mature and existing technologies, where efficiency, improvement, and incremental innovation are essential. According to March [1991], exploitation is the augmentation, growth, or development of existing items, markets, and technology, whereas exploration is the testing or creation of new ones. As competition increases, businesses with limited resources can find a way to reinvent themselves by focusing on existing markets to make incremental improvements to the products and procedures of the past, while simultaneously examining new technologies and markets to create radical innovations that will define the future. [Parikh, 2016; March, 1991] In a dynamic and competitive economy, it is not a choice to overlook any one element [Kim & Huh, 2015].

Businesses seeking continuous innovation and long-term viability must strike a balance between exploration and exploitation. Companies that fail to achieve a balance between extraction and exploration may lose market share. For instance, despite having a 40% market share in 2007, Nokia surrendered its cell business to Microsoft because to their lack of understanding of exploration [Peltonen, 2019]. The portable scanner produced by Hewlett-Packard was unpopular for many years. A few years of research with a laser-like concentration led to the creation of the portable printer, which is today a popular item.

[Gieske et al., 2019] Numerous researchers have investigated how organizational features influence ambidexterity in both the public and private sectors. According to studies, the institutional and socioeconomic factors of a business have an impact on its employees' creativity. In addition, scholars have investigated how strategic orientation, leadership, management, human resource policy, organizational culture, and organizational structure influence organizational ambidexterity. According to Demircioglu, when it comes to organizational innovation, the public sector is generally neglected (2019). However, the degree and kind of innovation inside an organization will differ according on the business or sector to which it belongs. This research is conducted for manufacturing firms. According to the literature, government-owned manufacturing companies or those in the public sector have greater resources for research and development (R&D) projects [Medase & Abdul-Basit, 2019], which may be utilized by any company to innovate. Nonetheless, both the public and private industrial sectors have reached the same conclusion about the link between innovation and competitiveness. When it comes to technical advancements, the private sector outpaced the governmental sector in almost every respect. Consequently, it relies on the nature of the sector, since one sector may be more autonomous and thus more able to utilize innovation than another.

1.2: Purpose Statement

This research attempts to examine the potential role of ambidexterity in public sector organizations in the United Arab Emirates (UAE). Ambidexterity, or the ability to simultaneously seek new opportunities while leveraging existing resources and talents, is crucial for businesses to remain competitive and adapt to a changing environment. The goal of the study is to investigate how ambidexterity influences organizational performance in UAE public sector organizations, as well as the elements that promote or inhibit it. This research seeks to provide managers and policymakers in UAE public sector organizations

with a better understanding of the idea of ambidexterity and how it may be implemented to achieve organizational success through a literature review and case study analysis of a few selected firms. In addition to advancing understanding of ambidexterity in the context of public sector organizations, the findings of this study will also contribute to this end. The study will also examine how public sector organizations in the UAE differ from those in other nations with respect to cultural and political factors that influence ambidexterity. The research will aid public sector managers and policymakers in the UAE in understanding ambidexterity and its application to organizational effectiveness.

1.3: Aims and Objectives

1.3.1: Aim

The purpose of this study is to examine the influence of ambidexterity on organizational performance in United Arab Emirates (UAE) public sector organizations.

1.3.2: Objectives

Among the study's objectives are:

- To conduct a literature study on ambidexterity and its use in public sector organizations.
- To undertake a case study examination of a subset of UAE public sector enterprises to determine their present level of ambidexterity.
- Identifying the major characteristics that facilitate or impede ambidexterity in UAE public sector enterprises.
- To investigate the association between ambidexterity and organizational effectiveness in public sector enterprises in the UAE.

1.4: Research Questions

The study's research questions might include:

- What are the primary elements that promote or impede ambidexterity in public sector organizations in the UAE?
- How is ambidexterity implemented in UAE public sector organizations at present?
- What is the connection between ambidexterity and organizational success in UAE government agencies?
- In comparison to organizations in other nations, how do cultural and political issues impact ambidexterity in UAE public sector organizations?
- What are the most effective methods for adopting ambidexterity in UAE government agencies?
- What are the probable obstacles to integrating ambidexterity in UAE government agencies?

1.5: Significance of the Study

This study is significant for a variety of reasons, including its examination of the possible significance of ambidexterity in UAE public sector organizations. First, it fills a gap in the existing body of knowledge on ambidexterity by concentrating on its potential use in the public sector of the UAE. This is relevant because public sector organizations are responsible with safeguarding the welfare of the populous and delivering public services; hence, the performance of these organizations is crucial to the nation's overall development.

The research also aims to provide managers and policymakers in the public sector of the UAE with suggestions on how to implement ambidexterity. This is crucial because these companies are under increasing pressure to remain competitive and adapt to rapidly changing conditions. The report will provide firms with tips for improving their performance.

Thirdly, the study will examine how public sector organizations in the UAE differ from those in other nations in terms of cultural and political factors that influence ambidexterity. This

will give a greater understanding of the unique challenges and opportunities that businesses in the UAE face, as well as how to address them. In addition, the study will contribute to our understanding of ambidexterity in the context of public sector organizations. This will enhance our understanding of the topic and direct future research in this field. The study has the potential to have a substantial impact on the management and operation of public sector organizations in the UAE, which might eventually contribute to the national development.

Chapter 2: Literature Review

2.1: Introduction

Innovation in the public sector has risen during the past 15 years (Damanpour et al. 2009). Innovation supports firm transformation, economic development, and public service, which can provide businesses a competitive advantage (Borins 2001; Gunday et al. 2011). Companies use innovation to respond to rapid shifts in business environments, technological knowledge, managerial skills, and senior management's ambition to enhance capabilities and achieve performance goals (Damanpour et al. 2009). However, invention is expansive. Innovation diffusion and adoption are context-dependent. Adoption of innovation is the acceptance and implementation of new processes, ideas, and concepts, whereas diffusion is the dissemination of innovative concepts and ideas for usage in a variety of organizational situations. In addition, writers have distinguished between types of innovation. According to Damanpour et al. (2009), "innovation types have various characteristics, antecedents, and outcomes." This study will focus on the innovation uptake within the public sector. Initially, the majority of study focuses on innovation creation and execution (Van Acker & Bouckaert 2018). Extensive research has been conducted on the antecedents of public sector innovation, but few studies have evaluated the consequences of service innovation on public sector performance (De Vries et al. 2016).

Despite the significance of innovation, little study has been conducted on the capacity of the public sector to facilitate and maximize innovation (Cannaerts et al. 2016; Smith & Umans 2015). Since innovation can involve either the exploration of new ideas or the exploitation of existing resources, the proposed innovation agenda in both the private and public sectors demands ambidexterity. The public organization can also be impacted by change factors such as increased consumer demand for great public service, exploitation and expansion of information technology, shifting labor options, and increasing global

competitiveness (Borins 2001). To accommodate customer and business needs, the public sector has to be adaptive and agile. Public service organizations must innovate to improve quality and performance (Demircioglu & Audretsch 2017; De Vries et al. 2016; Kitsios & Kamariotou 2019) and to meet demand for better products and services without increasing public expenditure.

In response to this problem, the public sector has enhanced productivity by implementing NPM approaches that prioritize efficiency (reduction of costs), effectiveness (improvement of service quality), and client desires and needs (Demircioglu & Audretsch 2017). Numerous managers, project managers, quality circle groups, and other participants choose NPM for investigation and exploitation in public sector enterprises. The four key components of this study are organizational ambidexterity, non-profit management, service innovation, and service quality.

2.2: Organizational Ambidexterity

The groundbreaking study of March (1991) lays the groundwork for the idea of "ambidexterity," which is defined as "the potential of an organization to use both exploration and exploitation to improve its performance." Various scholars (Birkinshaw & Gupta 2013; Gieske et al. 2019; March 1991) have characterized organizational ambidexterity as the capacity to resolve tensions inside the organization by finding a balance between exploration and exploitation. Exploration emphasized the production of new ideas that would lead to inventions, whereas exploitation emphasized the improvement of existing resources or the most efficient use of scarce ones (March 1991). Proponents of the notion of "organizational ambidexterity" think that for an organization to be productive and successful, it must strike a balance between exploration and exploitation; failure to do so will have a negative effect on these metrics. Benner and Tushman (2015), for instance, claimed that organizations that emphasize exploitation over exploration are destined for a state of stability and stagnation.

In contrast, putting too much emphasis on exploration may result in firms spending excessive funds on tests and exploration that provide little return (March 1991). Therefore, March (1991) strongly advocated that firms employ equal exploration and exploitation efforts to enhance performance. Successful companies achieve a balance between exploration and exploitation. Benner and Tushman (2015) supported the development of the ambidexterity concept but cautioned that combining exploration and exploitation is challenging due to the necessity to make trade-offs, such as modifying the organization's culture, tactics, processes, and structures. In a case study of five ambidextrous organizations, Andriopoulos and Lewis (2009) concluded that a company's attempts to be equally ambidextrous do not inevitably result in beneficial outcomes. The authors discovered that exploration and exploitation cannot occur simultaneously because it causes friction (nested paradoxes). Strategic objective (profit-breakthrough), customer orientation (tight-loose coupling), and personal motivations (discipline-passion) are the three categories they utilized to further identify the root causes of conflict (Andriopoulos & Lewis 2009).

Numerous studies have examined the idea that organizational ambidexterity might increase innovation and productivity. According to Geerts et al. (2010), firms tend to place a priority on exploitative methods such as the production of client value and the discovery of novel ways to boost service delivery efficiency. Here, an unplanned exploration technique is utilized to generate ground-breaking new concepts. Due to the difficulties of resolving the basic paradox of simultaneous exploration and exploitation, there is currently a dearth of empirical evidence quantifying the effectiveness of ambidexterity's use. Structural and contextual ambidexterity have evolved as a result of efforts to overcome the paradox. The structural ambidexterity paradigm (O'Reilly & Tushman, 2013) considers exploration and exploitation as separate processes with their own structures, units, and sub-units. The main objective of the model is uniformity in the usage of ambidexterity across all levels of

management. Each concept has its own own structure, methodology, and culture, highlighting their contrasts (O'Reilly & Tushman, 2013). Existing literatures demonstrated that the success of structural ambidexterity is primarily dependent on the integration of different structures originating from the higher level of management (O'Reilly & Tushman, 2013). As a result, many authors believe that maintaining structural ambidexterity increases exploration and exploitation efficiency (Junni et al., 2013).

Contrary to structural ambidexterity, which relies on instructions from above, contextual ambidexterity is a bottom-up strategy or process that is driven by employee engagement in the actual work environment. Researchers have created ways and methods to concurrently apply exploration and exploitation activities while simultaneously decreasing organizational stress (Raisch & Birkinshaw 2008). A company can become ambidextrous, for example, if it has at least two departments that specialize in diverse areas of expertise (Benner & Tushman 2015). According to research advocating contextual ambidexterity, cultural attributes stand in striking contrast to structural characteristics, although having the same organizationally confined emphasis. In their research, Gunsel et.al, (2017) demonstrate this by offering an example that stresses the necessity of both exploration and exploitation inside a business unit structure, proving that this enables individuals to do both jobs. They reasoned that the data supported the notion that exploration and exploitation might be employed beyond the micro-level in many public organizations and in others at the macro-level.

2.2.1: The Emergence of Ambidexterity in Public Service Organizations

Ambidexterity is unknown to the public sector, hence innovation is improbable (Cannaerts et al. 2016; Palm & Lilja, 2017; Smith & Umans 2015). However, as a result of environmental changes and citizen expectations, it has become the top development objective for public sector organizations, resulting in a number of studies on public sector innovation

(Gieske et al. 2016). De Vries et al. (2016) are investigating public sector innovation, which has been studied by a number of scholars who have focused on its drivers and obstacles (Raipa & Giedraityte 2014; Wynen et al. 2017). According to these research, bureaucracy, legislative frameworks, procedural limits, organizational structure, and culture inhibit innovation in the public sector. In public organizations, creativity is hindered by bureaucratic management structures.

Exploration is the invention, implementation, and dissemination of radical innovation in the public sector, whereas exploitation is the improvement and delivery of services (Cannaerts et al., 2016; O'Reilly & Tushman, 2013). This study intends to evaluate organizational ambidexterity in the public sector. According to numerous theories, organizational structure, aims and goals, processes and incentives, and culture influence how the public and private sectors implement organizational ambidexterity. In Boukamel and Emery (2017), argue that to be creative, one must fully encourage exploration in order to avoid constraints caused by soft variables such as organizational culture and hard factors such as organizational structure and legal frameworks. In order to increase efficiency and encourage innovation, public service organizations should consider not only exploitation of current resources but also exploration of new ideas by reducing bureaucratic activities such as formalisation, centralisation, and specialisation, which inhibit exploration.

Other hypotheses included the human characteristic aspect of adopting organisational ambidexterity, which use both hands with equal competence to balance exploration and exploitation in order to create a joyful work environment. Numerous businesses and government agencies view ambidexterity as an opportunity to employ present resources and test out new ideas to improve service quality (March 1991; Sok & O'Cass 2015). Later in this study, the New Public Management (NPM) concept posits that the organization's work

environment is conflicting and that trade-offs are required to build a long-term solution for adopting ambidexterity while minimizing trade-offs (Boukamel & Emery 2017).

Numerous private sector studies have been fruitful, resulting in a need for comparable investigations in public sector organizations, which have been uncommon in recent years (Umans 2012). According to March (1991), ambidexterity is an inventive phase in which the organization becomes ambidextrous. Hartley (2005) discovered that the innovative potential of ambidextrous public sector organizations extends beyond comprehending innovation's antecedents and decides that their positive consequences are service- and quality-oriented. However, leadership is essential to the success of any attempt to be ambidextrous, and many managers and leaders in various organizations have made decisions and acted within the boundaries of ambidexterity (Smith. & Umans 2015; Tushman et al. 2011).

Scholars concur that top management teams (TMTs) resolve conflicts to attain organizational ambidexterity by balancing exploration and exploration. According to O'Riley and Tushman (2013), to handle conflicts between exploration and exploitation, dominant leadership is required. Umans et al. (2020) demonstrate that shared leadership in senior management teams boosts the ambidexterity of service organizations. Due to its influence, teamwork facilitates the resolution of tensions and pressures between exploration and exploitation in public context organizations.

Management must balance exploration and exploitation. Umans et al. (2020) discovered that incentive and performance-oriented management control systems aid leaders in achieving organizational ambidexterity, supporting research on rising leadership structures. According to Boyne (2002), recommend that public service managers embrace private sector approaches such as total quality management, management by objectives, performance reward programs, and decentralized management. The NPM characteristic may be employed

by service organizations. Tushman & O'Reilly (2013) propose that leadership should compete by enhancing orientation/fit based on strategy, culture, structure, and processes in order to evaluate leadership viability. The capacity to adapt to discontinuous environmental change is a measure of leadership. Therefore, management and organizational skills are required to compete in a market that values incremental innovation, efficiency, and cost while stressing flexibility, radical innovation, and the speed of product and service creation. Adopting one of the skill sets is straightforward, but focusing on one lead to short-term success.

Public managers must be nimble and adaptable for organizational ambidexterity. This manager in the public sector is a juggler because they can handle several duties. Umans (2020) demonstrates that leadership styles and the characteristics of senior managers have a favorable effect on organizational ambidexterity. According to Birkinshaw and Gupta (2013, p. 13), "it is not the existence of management per se that is crucial, but the quality of management. Some firms assist managers in making prudent decisions, while others hinder and annoy them.

2.2.2: Implementation in Organisations

Seeking out new ideas (Exploration)

March (1991) popularized the ambidexterity paradigm to describe organizational learning's exploration and exploitation. Since then, various academics have worked to extend the viewpoint by exploring contrasts, parallels, applications, and terminology through diverse literatures. His conception of exploration encompasses experimentation with novel concepts and alternatives, new searches, discovery, risk-taking, adaptation, and innovation (March 1991). Numerous scholars have discussed the distinctions between exploration and exploitation. However, they strongly suggest that they are complementary to achieve corporate success (Weiss & Kanbach, 2022). Exploration encompasses actions that are directly associated with diversity, organizational variety, and variation. In addition,

experimenting with new concepts or information, globalization, product diversity, risk-taking, and organizational form flexibility are valued. The distinction between exploration and exploitation remains controversial. According to Giannopoulou 2019, exploration is the total translation of an organization's knowledge and talents into new marketing, technical, or external connection capabilities. Exploratory activity is the independent variable for service innovation and quality in this study.

Utilization of existing Resources (Exploitation)

March (1991) defines exploitation as the enhancement, fine-tuning, refining, and growth of current competences, goods or services, and business views through knowledge-based activities such as implementation and execution, production, selection, efficiency, and others. Exploitation evaluates experience, variance reduction, and organizational concentration using comparable criteria. Some scholars questioned whether exploitation entails the expansion and refinement of knowledge (Weiss & Kanbach, 2022). The relationship between exploitation and business knowledge is also present. Exploitation is a distinct concept, but it should be viewed as part of a continuum that will eventually lead to the union of exploration and exploitation. Utilizing exploration and exploitation, academics have investigated inter-organizational alliances that use existing knowledge via production and marketing alliances and generate new information through research and development alliances (Bresciani et.al, 2018). In this study, the independent variable is exploitation, which may be associated with service innovation and quality.

2.2.3: Validation and Testng of the theory

There are several techniques to confirm and test the hypothesis of ambidexterity. Some strategies include:

- Assessing companies' level of ambidexterity using a survey and determining the correlation with performance outcomes. Employees or managers might be surveyed with questions pertaining to organizational structure, culture, leadership, and strategy (Katou et.al, 2021).
- Collecting information about organizational exploration and exploitation procedures and practices. This data may be utilized by researchers to examine the association between ambidexterity and performance outcomes.
- Conducting case studies of firms that have used ambidexterity strategies successfully. This enables academics to obtain insight into the unique strategies and techniques utilized to attain ambidexterity.
- Examining the connection between ambidexterity and organizational characteristics such as creativity, adaptability, and environmental dynamism.
- Comparing the performance outcomes of ambidextrous and non-ambidextrous organizations. Among other performance measurements, this can be accomplished through financial performance metrics, customer happiness, and staff engagement (Muller et.al, 2023).

It is essential to recognize that the ambidexterity theory is a complex and multifaceted entity, and that various study issues may call for the application of different research methodologies. Additionally, it is essential to examine the environment in which the study is being performed, as outcomes may differ based on the industry, the organization's size, or its stage of growth.

2.3: Innovation

The private sector has argued and investigated how local and international businesses exploit innovations. Due to private-public sector disparities, Wu et al. (2013) assert that innovation requires a comprehensive investigation. Numerous studies define innovation as the invention of novel concepts and their profitable commercialization (Walker et al. 2010). According to Osborne and Brown (2011), the public sector has been under pressure to innovate as a result of the belief that innovation enhances performance. Despite its importance, innovation research is increasingly concentrated on rich nations such as the United States, Canada, New Zealand, the United Kingdom, and others in Europe. According to Wu et al. (2013), knowledge on public management and service innovation in developing nations remains limited due to the small number of comparative studies between innovation in developing and developed countries. In transition and established economies, new research is less prevalent. Arundel and Huber (2019) believe that data on a large number of public sector organizations or public sector innovations is necessary to comprehend the nature, execution, and inhibitors or facilitators of innovation. Dahesh et al. (2020) propose a typology of innovation based on its characteristics, environment, and structure. Arundel and Huber (2019) suggest that innovation in the public sector is not pervasive. In addition, they claim that various definitions of public sector innovation types highlight the topic of novelty and the objective of strengthening something by deploying new services or procedures. According to Damanpour (1991), creativity creates novel concepts and actions. One-stop-shop and electronic tax payments are types of service innovation (Wu et al. 2013).

Previous research indicates that different types of innovation are relevant at different levels, such as the industry and organizational levels, and hence they are not in comparable circumstances. There are four areas of innovation, according to Meeus and Edquist (2006), cited in Damanpour et al. (2009): service, process, technology, and administrative. Service

innovation enhances client products and services. In contrast to technological innovation, service innovation lacks tangible assets. Unlike technological innovation, service innovation is diverse because human and organizational components matter more than material assets (Carbonell et al. 2009). According to Damanpour et al., service innovations include "the introduction of new services to existing or new clients and the offering of existing services to new clients" (2009, p. 5). Similar to Damanpur, Windrum (2008) defines service innovation as "the introduction of a new service product or an improvement in the quality of an existing service product." Service innovation meets client requirements. Researchers on innovation have not distinguished between product and service innovation. This means that the services of service providers are contrasted to the products of manufacturing companies. Studies indicate that product and service innovation are inseparable due to their market-driven, externally-focused, and consumer-differentiated characteristics (Damanpour & Gopalakrishnan 2001; Freije et.al, 2022). Product and service innovation is driven by customer demand for new services in new or existing markets, or the discovery of new markets for existing services. However, one of the primary contrasts between product and service is that the firm interacts with customers more frequently, which may need service innovation. Unlike product and service innovation, process innovation focuses on the inside. Its primary objective is to enhance operational procedures inside the company in order to simplify production and customer delivery.

According to Daft (1978), new processes may relate to the technological core, technical system, or administrative process innovation of an organization (i.e. social system and administrative core). Technological process innovation brings new elements to an organization's service operation in the service sector and production system in the production and manufacturing sectors (Damanpour & Gopalakrishnan 2001). Unlike previous breakthroughs, this idea focuses on operational flexibility, production cost reduction, and

delivery time reduction. The vast majority of technological process innovations affect the organization's operational processes and systems, which are heavily dependent on information technology, particularly in service businesses. Lastly, administrative innovations that study new ways and strategies to motivate and reward personnel, design strategy and structure of tasks and units, and alter the organization's management procedures (Daft, 1978). Technological innovation entails alterations to operating systems, whereas administrative innovation entails administrative systems and processes (Damanpour & Evan 1984). Innovations in administrative processes include managerial skills, administrative systems, organizational changes, and knowledge-based job administration. The assumptions on service innovation are based on the service industry and public sector. This study will employ service innovation to enhance the efficacy and efficiency of services. This thesis focuses on sector innovation in public service organizations and its influence on service delivery.

2.4: New Public Management (NPM)

Government systems have been going through changes in the management of public services in different countries during the 1980s. As a result, there were noticeable reforms that led to the emergence of NPM, which the objective was cut budgets and to improve the efficiency and effectiveness of public sector (Sorin 2015; Dan & Pollitt 2015; Ferlie 2017). Pollitt and Bouckaert (2004), as quoted in Hajnal and Rosta (2015, p. 4), define NPM as “a two-level phenomenon. At the higher level, it is a general theory or doctrine that the public sector can be improved by the importation of business concepts, techniques, and values. Then, at the more mundane level, NPM is a bundle of specific concepts and practices”. NPM definition can also be taken from Lapsley (2009, p. 1), that investigates the impact and effectiveness of NPM, as he states that “it is an influential set of management techniques drawing on private sector performance criteria and practices”. However, term “New Public Management” (NPM) is not a new concept to reckon with but has not been widely known for

its applicability in the public sector organisations in different countries and settings. Many studies practically provided vast literatures discussing NPM and its impacts on public administration but there is still lack of solid foundation on how NPM functions in the public sector and in defining the truest sense of the concept (Hajnal & Rosta 2015; Pollitt & Dan 2013). NPM has been variously characterised by different scholars.

Different characteristics of NPM have been stressed by different scholars. For instance, in Hood's (1991, p. 2) seminal study, he developed seven elements of NPM that were implemented in Australia, UK, New Zealand and even in OECD countries in order to achieve the objective of modernisation. However, it varies in application in different countries. These elements include: "1) Handson-professional management, 2) explicit standards and measures of performance, 3) greater emphasis on output controls, 4) shift to disaggregation of units in the public sector, 5) shift to greater competition in public sector, 6) stress on private sector styles of management practice, 7) stress on greater discipline and parsimony in resource use". Conversely, Pollitt (1995, p. 3), in his seminal study, argued that while there are other elements of NPM, the eight elements that he has identified are better means of modernising and reforming the services of the public sector which he further called the "shopping basket" for the government. The elements consist of : "1) Cost cutting, 2) Disaggregating traditional organisation into separate agencies, 3) decentralisation of management authority, 4) separation of the function of providing public services from that of purchasing them, 5) introducing market and quasi market-type mechanism (MTMs), 6) performance management, 7) shifting the basis of public employment from permanency and standard national pay and conditions towards term contracts, performance-related pay (PRP) and local determination of pay and conditions, 8) increase emphasis on service 'quality', standard setting and 'customer responsiveness'. However, these characteristics are not always integrated to fit all countries, the mix of these reforms may vary from one country to another.

In contrast, Leng'erded (2020) does not mention about the elements of NPM but rather prefers to call it as characteristics of NPM that specify the following: “Budget cuts, vouchers, accountability for performance, performance auditing, privatisation, customers (one-stop-shop, case management), decentralisation, strategic planning and management, separation of provision and production, competition, performance measurement, changed management style, contracting out, freedom to manage (flexibility), improved accounting, personnel management (incentives), user charges, separation of politics and administration, improved financial management, more use of information technology”.

2.4.1: Emergence of NPM in the United Arab Emirates and its Neighbours

Members of the Gulf Cooperation Council (GCC), including Saudi Arabia, Kuwait, and Qatar, have implemented what they refer to as a market-based reform emphasizing privatization, public-private partnerships, and outsourcing in response to the severe difficulties caused by the recent drop in oil prices in the second half of 2014. (Biygautane et al. 2017). While conceding that political, cultural, economic, and administrative challenges would occur during implementation, the research of Biygautane et al. (2017) argues that these nations should move forward with administrative transformation since it assists in managing expanding fiscal constraints. Since society and government in all three countries are inextricably intertwined, the conclusion was formulated to take into account the cultural variables that are widely regarded as the most crucial for ushering in the next wave of market-based reforms and the fundamental transformation they entail.

The Gulf Cooperation Council (GCC) states, which include Oman, Qatar, Bahrain, the United Arab Emirates (UAE), Saudi Arabia, and Kuwait, have only existed for the past 50 years, but they have made modernization strides in their private and public sectors that Western nations have not made in many years. The ability of the oil sector to create revenue has been crucial to the fast growth of these nations' economies. According to Khodr and

Reiche (2012), these nations' reliance on oil revenues has enabled them to import human capital from other nations and hire global consulting firms to manage government and commercial initiatives, technological advances, and infrastructure on par with the West. However, as a result of the unforeseen oil price dilemma, governments in these nations have had to contend with growing inflation rates, dropping national revenue, rising inflationary expenditures, and a consequent halt in the recruitment of candidates for lucrative public sector jobs. The private sector, particularly the building and energy companies, which rely largely on government contracts, must also struggle to be profitable. However, these nations suffer from a dearth of indigenous human capital, a dysfunctional administrative structure, a dependence on tribal consensus, and a lack of government accountability (Awortwi 2004).

Mansour's (2017) paper titled "Has the federal government of the United Arab Emirates succeeded in transforming its federal bureaucracy into a new public management system?" is beneficial for gaining a deeper understanding of the complexity of NPM. The purpose of the study is to provide an analytical framework based on the concept's theoretical foundations and fundamental beliefs. This research utilized both micro- and macro-level NPM methods and strategies in order to fulfill the demands of the two distinct user communities. The macro group will consist of public-private partnerships, outsourcing, and privatization, while the micro group will consist of business management tools such as e-government and market-driven policies, total quality management, and other similar initiatives. However, the author of this study said that the country should apply NPM microtools so as not to interfere with the patron-client tradition that sustains political legitimacy, which is also viewed as having an influence on the type of reforms to be selected and the usage of NPM tools. Similar to other GCC administrations, the shattering of the patron-client relationship has been a fundamental barrier to the adoption of the new public administration. In order to manage the shift from a bureaucratic state to a modern

administrative public sector without necessarily eliminating the ruled-ruler relationship, the United Arab Emirates (UAE) have begun implementing NPM at a more measured pace. For instance, the government has utilized NPM mechanisms such as contracting out regulations and public-private policies, which have repercussions for firms, particularly in the service sector, but have no negative impact on employment as a general. The key drivers of whether or not a government will engage in public-private partnerships are the variables that influence a nation's norms and legislation.

Chapter 3: Methodology

This chapter displays the various research methods and approaches utilised to accomplish the research on ambidexterity in public sector organisations. The first section focuses on the research design developed and particularly highlights and presents the research type, research strategy, sampling strategy, data collection methods, and data analysis techniques. Research limitations cover the next section of the methodology, identifying the constraints of the study and discussing the impact of identified limitations on the study's applications.

For the research design, the type of research applied is discussed in order to give a clear perspective on the logic behind the research type used and its efficiency in accomplishing the study. Next, the research strategy which includes a practical study with a focus group is detailed and the process is defined. The sampling strategy for the focus group, the data collection, and the analysis methods are presented to describe the different models and techniques used to complete the overall structure of the research design.

3.1 Research Design

3.1.2: Research Approach

This study focuses on deductive theory development. This style of study is popular. According to Saunders et al. (2016), Ketokivi and Mantere (2010) describe deductive reasoning as generating a conclusion from a set of premises and demonstrating it when all of the premises are true. Saunders et al. (2016, p. 145) remark, "If your study begins with theory, which is often derived from your reading of academic literature, and you develop a research plan to validate the theory, you are using a deductive approach." In this study, organisational ambidexterity and non-profit management influence the quality of public sector service through service innovation. Four premises resulted: Utilization enhances service quality. Exploration and exploitation enhance the innovation of services. NPM

increases service quality and creativity. Innovation in service enhances quality. If all four premises are true, organisational ambidexterity and NPM impact the creativity and quality of public sector services. This research utilizing deductive reasoning thoroughly evaluates the premises or hypotheses.

According to Saunders et al., deductive reasoning establishes several linkages (2016). Like this research, organisational ambidexterity, NPM, and the creativity and quality of public sector services can be related. This facilitates the formation of various theories, as outlined in the preceding chapter. In this form of reasoning, operationalizing variables aids in quantifying facts. All conceptions, like this research, must be quantified. It is essential to generalize from broad concepts to particulars. In order to generate valid generalizations, a representative sample of sufficient size must be meticulously chosen. Deductive reasoning is sequential and logical. In addition, it is safer and quicker. Risks include respondents failing to return the survey. It is tough, however. It is formal and rules-based. It disregards casual social contacts. In addition, it stifles innovation by emphasizing agreement or disagreement with the current theory rather than the development of a new one. The "test room technique" has been replaced by qualitative research due to its unidirectional character. Due to scheduling restrictions, this study will be a cross-sectional survey employing a single quantitative method. This paper use a questionnaire to demonstrate how organizational ambidexterity and NPM influence service innovation and quality. According to Bryman and Bell (2022), deductive reasoning is excellent for this study because it facilitates the development of hypotheses about a theory by applying it to a somewhat general context, such as the public sector. This decreases risk, as a pattern has been identified from the data, and an established theory helps confirm or reject a hypothesis. Research based on science is more reliable and may be assessed. Moreover, it allows researchers to draw conclusions. Therefore, it's speedier. This quantitative study was also selected. This study examines public sector theories

via explanation. Using a context-based paradigm, outputs are applied back to the context. It facilitates the examination of causal links between variables. According to Saunders et al., the purpose of explanatory study is to investigate a situation or a problem in order to identify the connections between the variables (2016, p. 176).

Components and theoretical framework of this study explain if organisational ambidexterity and NPM enhance public sector service quality via service innovation. Consequently, discussing why and how variables form associations is beneficial. Explanatory study is chosen to describe particular characteristics in depth. It also helps the researcher comprehend the subject. Explanatory research is favoured over exploratory research because it explains how and why organisational ambidexterity and NPM enhance the creativity and quality of public sector services. This deductive methodology and explanatory research approach constitutes scientific research. This study is reasonable because it uses hypotheses to gather, analyse, and evaluate data (Saunders et al. 2016). Observations, hypotheses, tests, analyses, and conclusions. This study expands on earlier research to demonstrate how organisational ambidexterity activities and NPM features enhance government service innovation and the quality of public services. 80 Quantitative research use deductive reasoning and "emphasizes quantitative data collection and analysis" to evaluate hypotheses (Bryman & Bell 2022).

The reliability of quantitative research is typically difficult to ascertain, although it is useful for demonstrating case-by-case variance. As a systematic method for tracking changes, it provides the researcher with a consistent yardstick. Quantitative research quantifies, enhancing understanding. Quantitative approaches are superior since the researcher's interests drive the investigation. Unlike qualitative research, quantitative research is controlled to ensure data accuracy. Since it depends on already established theory, quantitative research is preferable for this study. From data, qualitative research generates concepts. This study is

best suited to quantitative research since it measures and evaluates variables such as organisational ambidexterity, NPM, public sector service innovation, and quality (Bryman & Bell, 2022). However, because it is static, changes in variables over time are disregarded. This is organizational research, mainly at the business unit level (Birkinshaw & Gupta 2013; Gibson & Birkinshaw 2004). This research assumes questionnaire respondents are reporting department facts. Thus, "organizational level" refers to a public service organization's operational service unit. However, departmental observations provide the most insight into a company. This study used micro-level analysis to investigate how organizational ambidexterity and non-profit management (NPM) influence service quality via service innovation. The research will target the senior executives of each organizational unit who are familiar with organizational goals and strategies to enable them respond to survey questions. (Birkinshaw & Gupta 2013).

3.1.2: Research Strategy

An online questionnaire serves as the major data gathering tool for this project. Commonly, the word "survey research" refers to studies that collect vast amounts of data in a single sitting using questionnaires or structured interviews, with the intent of evaluating the quantitative results to make conclusions about the relationships between various elements (Bryman & Bell 2022). This data gathering strategy enables the quantitative accumulation of data, which in turn promotes the formation of a stable standard. People doing lengthy surveys with several questions would presumably submit them all at once, so this strategy would also aid in that regard. This type of survey is typically connected with the deductive technique. Due to the deductive nature of this study, a survey appears to be the most appropriate approach for answering questions such as "what," "who," "where," "how much," and "how many" (Saunders et al. 2016).

The majority of researchers opt to employ questionnaires as part of a survey strategy because it allows them to acquire comparable data from a large population with minimum expense and effort. In addition, the methodology underlying a survey is less complex and easier to explain. As a tool for collecting quantitative data, survey methodologies can shed light on the potential causes and effects between variables. As a result, the survey strategy should exert greater control over the whole study procedure. It would also be important for guaranteeing data autonomy after its acquisition. As a consequence, there would be no objections to relying on alternative data sources. This strategy may produce some information, but it is unlikely to be as exhaustive as other research techniques. A questionnaire, for instance, has limited room for questions. Another significant disadvantage of surveys is that they may be poorly prepared. Initially, three ministries were chosen for a case study, but this technique was abandoned because, despite their potential for in-depth research, case studies seldom contribute generalizable, credible, and theoretical knowledge. As an illustration, Saunders et al. (2016, 185) state, "This is mostly based on positivist concerns around the use of small sample sizes and, more generally, the use of interpretative, high-quality research." This is due to the use of a small sample size (just three ministries) and qualitative data extrapolation to derive conclusions. As our research focuses on statistics, such a notion contradicts our findings.

3.1.3: Sampling

As is customary when selecting participants for focus groups, convenience or purposive sampling was used to pick the participants for the practical research (reference). This is owing to its simplicity as a technique, which advises the selection of participants from community people deemed to be in the greatest position to deliver the most accurate and educated information. Therefore, it is not a random pick. This sample technique proved to be the most effective for this study, as the needed information and outcomes from the focus

group were based on the experiences of members from the technical, HSE, Quality, Project execution, and planning domains. Therefore, only those with the aforementioned skills and knowledge were evaluated. As soon as SEWA and GECO were selected and assigned as representatives for the public sector utility and contractor groups, respectively, an email including selection questions concerning the practical study (as shown in the table below) was sent to 50 participants, 25 from SEWA and 25 from GECO. Twenty replies were received from SEWA and fifteen from GECO out of a total of fifty. These replies were filtered based on their survey responses, resulting in the selection of eight members from SEWA and seven members from GECO, for a total of fifteen participants in the final focus group.

Table 1: the questionnaire sent out

How would you characterize ambidexterity inside your organization?
How crucial do you feel ambidexterity is for your business to achieve its objectives?
What, in your opinion, are the most important variables that promote or inhibit the development of ambidexterity in your organization?
How does your organization now promote an ambidextrous culture?
Have you ever witnessed particular instances of ambidexterity inside your organization?
In what capacity do you feel ambidexterity is applied inside your organization?
How do you believe ambidexterity may be fostered and applied more effectively in your organization?
Do you anticipate any obstacles in establishing ambidexterity within your organization?
How do you believe ambidexterity may be integrated into the strategy and decision-making processes of your organization?
What advantages do you believe your company may derive from establishing ambidexterity?

3.1.4 Data Collection Method

As indicated earlier, both qualitative and quantitative research data were utilized in this study to create a more holistic and thorough knowledge of the subject. Due to the mixed-

method approach, the data gathering techniques also utilized the same methodology. Quantitative data includes surveys and existing data sets, whereas qualitative data includes focus groups and interview conversations.

Surveys were chosen as the technique of data collecting due to their relatively simple procedure and administration, as well as their efficiency. In addition, the form of the survey allows for flexibility in data analysis. Focus groups provide a comprehensive and in-depth review, so enhancing the clarity and significance of established data. Similarly to surveys, focus groups save time since substantial data may be gathered from a bigger group in a single session than through individual interviews.

3.1.5: Data Analysis Technique

Multiple regression is most appropriate for research issues involving a single metric dependent variable and two or more metric independent variables. Multiple regression analysis predicts the influence of independent variables on the dependent variable. Typically, statistical least squares fulfill this objective. Multiple regression enables researchers to anticipate the amount or magnitude of the dependent variable (Hair et al. 2014). The measurement model permits researchers to use several variables for a single independent or dependent variable. The structural model calculates dependent-independent links using scales. Similar to factoring scale items and using factor scores in regression (Hair et al. 2014). Cronbach's alpha, the most used reliability coefficient, gauges the consistency of the scale. Cronbach's alpha may decrease below 0.65 for exploratory studies or scales with two or three items. (Hair et al. 2014). The number of components on the scale positively influences Cronbach's alpha in 105. Even with the same intercorrelation, more items improve the reliability of a scale, necessitating tougher requirements. Exploratory factor analysis (EFA) characterizes the structure of the variables in this study. Consequently, it is used to identify correlated variables and investigate large-scale relationships. Without restricting the number

of variables, EFA examines data. In confirmatory factor analysis (CFA), the data structure is already known to the researcher based on theory or previous research. Following CFA, confirmatory analysis evaluates the degree to which the data fit the projected structure (Hair et al. 2014).

The innovation and quality aspects of public sector service were uncovered using factor analysis, which focused on respondents rather than variables. Next, factor analysis provides summarization and reduction of data. Data reduction has no bearing on this investigation of common technique variance. Exploratory factor analysis will also minimize measurement error and improve the study's content validity (face validity). As noted, this study utilized Cronbach's Alpha to evaluate the consistency of the scale. The major issue with this reliability coefficient is that it increases as more items are added. This component analysis also use the discriminant validity scale to compare two similar concepts. After factor analysis, AMOS (Analysis of Moment Structures) will be utilized to evaluate the measurement model and construct a full structural model for hypothesis testing. This entails a seven-step process: first, define what items are used as measured variables, second, develop and specify the measurement model, third, select an appropriate sample size, estimation method, and missing data approach, fourth, assess the validity of the measurement model, and if valid, convert it to the structural model, which will be AMOS, sixth, select an appropriate sample size, estimation method, and missing data approach, and seventh, select an appropriate sample size, estimation method, and missing data approach. Thus, the experiment tested the theory.

Chapter 4: Results

4.1: Data Initial Analysis

The first and most crucial step in preparing the data for future analysis is to verify and investigate the respondents' missing values. According to Hair et al. (2014), "Missing data often occur when a respondent fails to answer one or more survey questions," and missing data is defined as the absence of valid values for analysis on one or more variables. The ramifications of missing data may influence the generalizability of the results. Typically, the selection of an imputation approach is utilized to rectify missing data values and to prepare the data for further analysis (Hair et al. 2014). In this study, survey participants were obliged to fill out the whole questionnaire to prevent any missing data. Consequently, the problems associated with missing values are resolved, and no examination of missing data is required.

4.2: Exploratory Factor Analysis

4.2.1: Assumptions made

The Bartlett's test of sphericity establishes that there are significant (p.05) correlations between the variables as the initial step in evaluating the assumptions of component analysis. In addition, the sample adequacy measure must be more than.50 in order to get intercorrelations between the variables, which is the second step in evaluating the factor analysis assumptions (Hair et al. 2014). Because the findings in the table below indicate that Bartlett's sphericity test was statistically significant, the research's hypotheses were confirmed to be accurate. In addition, the sample adequacy measures exhibited values more than.50, supporting the intercorrelations between the variables. Therefore, the researcher can proceed with EFA.

Table 2:Sample adequacy and Bartlett tests results

Constructs	Kaiser-Meyer-Olkin (KMO) Sampling Adequacy	Chi-Square Test (df)	Bartlett's Test of Sphericity (Significance Value)
EXPLOR, NPM, SERVINNOV, SERVQUAL, EXPLOIT	0.922	2644.076	.000

4.2.2: E.F.A

This study's exploratory factor analysis was conducted using the SPSS application. The data were examined using the maximum likelihood (ML) extraction technique with promax rotation to rotate the component variables. When data is generally dispersed, ML is often applied (Fabrigar et al. 1999). According to Curran et al. (1996, p. 16), "Normal theory maximum likelihood (ML) estimate has been used to analyze the vast majority of CFA models." In order to ensure technique consistency, ML was used to extract the variables from the data during EFA, since the measurement 41 models would be evaluated by performing CFA using AMOS later in this study. The first EFA generated six components as opposed to the five refined constructs. The items EXPLOR1, NPM3, NPM4, and EXPLOIT4 cannot be loaded. Furthermore, items SERVINNOV1 and SERVINNOV2 loaded in one factor, but items SERVINNOV3, SERVINNOV4, and SERVINNOV5 loaded in a different factor. In addition, SERVQUAL1 has a value of 0.376, which is less than the minimum criterion of 0.45. (Hair et al. 2014). However, the variables do not cross-load. Therefore, items with low or no loading values, such as EXPLOR1, NPM3, NPM4, and SERVQUAL1, were deleted first. Perform the EFA once more. Thus, sixteen of the initial twenty-five items were retained.

Below are the explained variance and eigenvalue factor results. It is proved that the eigenvalue of the first component is 11,549. The eleven items account for 42.77 percent of the overall variance. These occurrences reflect the NPM hypothesis. Moreover, the second factor's eigenvalue is 2.07, and the five items account for 7.58 percent of the total variance.

These characteristics are the theoretical components of service quality. The variation accounted for by the five items that comprise the third component, which has an eigenvalue of 1,694, is 6.27 percent. This exemplifies the principle of exploitation. The fifth component, which consists of 5 items and an eigenvalue of 1.257, represents the theoretical idea of service innovation and accounts for 4.65 percent of the total variance. The eigenvalue of the last element is 1.137, and the three components that correspond to the exploratory theory account for 4.21 percent of the total variance. The five components satisfied the eigenvalue criterion and accounted for 65.49 percent of the variance.

Table 3: Extracted component variance and eigenvalue

	Number of items	Factor Loading	Eigen-Value	% of Variance	Cumulative %
NPM	11	.611 .644 .596 .662 .641 .548 .645 .595 .462	11.549	42.773	42.773
SERVQUAL	5	.543 .770 .910 .688 .492	2.047	7.583	50.356
EXPLOIT	5	.906 .847 .860 .451 .498	1.694	6.274	56.630
SERVINNOV	5	.498 .661 .850 .830 .637	1.257	4.655	61.285
EXPLOR	3	.687 .799 .859	1.137	4.212	65.497

4.3: Analysis of Reliability, Mean Values, and Standard Deviations

Reliability analyses are conducted to ensure that scale items measure the same construct. The researcher examined item-to-total correlations and inter-item correlations to establish the scale's validity (Hair et al. 2014). Greater than .50 correlations exist between its items and the whole scale score. In addition, the correlations between its components exceed 0.30. The five variables constitute a reliable measuring scale, it was determined. In addition, the Cronbach Alpha reliability test is commonly used for evaluating scale consistency and instrument quality. Lower values suggest inferior scale performance, whereas higher values indicate more consistency and quality of scale. The value of Cronbach's Alpha must grow by 0.7. (Hair et al. 2014). All of the variables' Cronbach's Alpha values fell between 0.82 to 0.89, which is larger than 0.7 and demonstrates the accuracy of the measuring scale, as shown by

the results. Table 3 provides the mean, standard deviation, and Cronbach's Alpha values for the structures.

Table 4: Means, standard deviations, and examination of reliability table

Variables	Mean	Std. Deviation	Cronbach's Alpha
Exploration	5.79	1.08	0.82
New Public Management	5.41	0.87	0.87
Service Innovation	5.72	1.08	0.89
Service Quality	5.99	0.80	0.86
Exploitation	6.25	0.78	0.86

4.4: Results Summary

Checking for missing values, outliers, normality, linearity and homoscedasticity, multicollinearity, and demographic information preceded the initial data analysis using SPSS. This chapter also reviewed the findings from the EFA that confirmed five latent variables. The five components satisfied the eigenvalue criterion and accounted for 65.49 percent of the variance. In addition, the Cronbach's alpha test demonstrated that all scaled structures above the optimal threshold of 0.80. The CFA analysis conducted using AMOS and the overall results give additional proof that the goodness of fit indices falls within acceptable bounds. Additionally, all of the AVE values for the structures were greater than 0.5, with the exception of the NPM build, which was slightly below the minimum permitted value (Fornell & Larcker 1981). Regarding the CR, each number exceeded 0.8. As a consequence, convergent validity has been achieved for all measurement model components. In addition, the correlation coefficients between the other measure and the five components were lower than the average root square of the five components. However, the correlation between NPM and SERVINNOV generated the same estimated correlation value. Moreover, the vast majority of inter-construct correlation values are statistically significant. Consequently, discriminant validity was reached as well. The outcomes revealed satisfactory model fit indices. The results of the hypothesis tests demonstrated a significant association between service

innovation and exploration, exploitation, and new public administration. It also demonstrated the tight relationship between service quality, exploitation, and service innovation. Statistically, there was no association between exploration and service quality, nor between new public management and service quality. In addition, the findings of the post-hoc analysis demonstrate that service innovation fully mediates the associations between exploration and service quality as well as between new public management and service quality. While service innovation somewhat mediated the relationship between exploitation and service quality.

Chapter 5: Findings and Discussion

5.1: Ambidexterity and service innovation: A Relationship

The initial two hypotheses investigated the relationship between service innovation and exploration and exploitation. Both attributes are favorably connected with service innovation. Exploration was 0.179 and p was less than 0.01, whereas exploitation was 0.474 and p was 0.00. This result provides an answer to the research question "To what extent does organisational ambidexterity (exploration and exploitation) influence service innovation in the public sector?" and supports the hypotheses and the literature (Birkinshaw & Gupta 2013; O'Reilly & Tushman 2013). This shows that ambidexterity promotes service innovation in public sector enterprises. When exploration and exploitation are balanced, service companies perform better.

The findings support the notion that organizations should investigate and implement. Jansen et al. (2006) state that exploration contributes to the development of new consumer services. Exploitation enhances and refines customer services by enhancing their quality and efficacy. Ambidextrous organizations can innovate more than exploration or exploitation organizations because they adapt more to external and internal environments. This study provides assistance. An enterprise with a long-term focus must research and exploit. Exploration appears to provide long-term benefits for the business. However, the organization gains from short-term exploitation (March 1991). Analyses of service innovation, exploitation, and exploration increase organizational ambidexterity conversations.

Several studies demonstrate a connection between service innovation and organization category-dependent exploration and exploitation activities (Menor et al. 2002). Ambidexterity facilitates service innovation. This includes identifying their skills and making prudent use of their resources. Ambidextrous service firms simultaneously investigate and exploit. Once a business decides to employ both exploration and exploitation, it may earn

several benefits. This verifies the suggested theory and is consistent with the conceptualizations of Gibson & Birkinshaw (2004), and Tushman & O'Reilly (1996). The study also demonstrates that the public manager's approach to resolving exploration-exploitation tension has an impact on organizational performance. Ambidextrous companies require devoted leadership, according to O'Reilly and Tushman (2004). The manner in which managers handle exploration and exploitation influences the performance of the business. Management must prioritize exploration and exploitation in order to accelerate leaders' learning (Palm & Lilja 2017). Because in order to reinvent the organization, the leader must reinvent themselves. The most effective leaders grab opportunity and execute necessary change before their peers.

According to Rosing et al. (2011), managers adopt several leadership styles to balance both approaches. Thus, government managers must employ a variety of leadership styles in order to explore and utilize. Umans et al. (2018) discovered that shared leadership and cooperation within the senior management team help address public exploration-exploitation issues. Sok and O'Cass (2015) demonstrate that concentrating on customers, managers, and employees is crucial for enhancing service innovation and ambidexterity. Based on a review of the relevant literature, businesses that explore and exploit have competing performance objectives and must handle contextual or structural ambidexterity (Gibson & Birkinshaw 2004). To reduce conflict and friction between organizational roles, structural ambidexterity utilizes one business unit for exploration and another for exploitation. Contextual ambidexterity involves a business unit that engages in both exploration and exploitation. This study discovered a link between organizational ambidexterity and service innovation; however it does not demonstrate that contextual or structural ambidexterity is the most effective management method. Therefore, further empirical research is required to determine if contextual or structural ambidexterity is advantageous for public service organizations. The

empirical investigation should also consider the exploration and exploitation operations of public service organizations. Thus, the optimal method (structural or contextual) is uncertain.

5.2: NPM and Service Innovation: A Relationship

This is one of the few studies that develop an organizational unit NPM approach measurement scale. A public sector NPM adoption scale was among the objectives of the study. Location and context limit the evidence's ability to support generalizations, hence the thesis fails. Five experts provided commentary on the scale. These practitioners represent their respective organization, and their opinions do not relate to the entire government and public sector of Oman. In addition, this reduces generalizability. The third hypothesis of this study demonstrates a significant and positive relationship between NPM and service innovation, as the beta value is 0.604 and p 0.000, thereby answering the second research question, "To what extent does NPM influence service innovation in the public sector?" and providing support for the developed hypothesis and an explanation of why public service organizations adopt new public management. Public service organizations have innovative obstacles, yet public reform is a massive initiative to enhance service and performance. In an era of austerity for public sector organizations, Kinder (2012) asserts that innovation and learning are the driving forces behind the success of NPM models. Innovation is a priority for government agencies that propagate the NPM paradigm. This study concluded that few studies have connected NPM with service innovation, and that attempts by the public sector to do so have failed. According to the NPM theory, for NPM-oriented service delivery, innovative public service organizations must integrate two important characteristics. Allow public administrators to innovate. This fundamental criteria stresses management freedom to initiate and permit performance-enhancing innovation.

The second requisite for NPM-oriented service delivery is the presence of innovative public managers. Public managers are motivated to innovate by managerial incentives and

result control rewards (Laegreid et al. 2011; Pollitt & Dan 2013; Umans et al. 2018). Since self-interested behavior is anticipated of public service managers, incentives encourage innovation as a performance criterion. According to studies, public service organizations profit from results management and managerial independence. There is a connection between innovation and management autonomy-results control. Thus, highlighting an incentive-based corporate culture encourages innovation culture and activities. Laegreid et al. (2011) discovered no evidence that the NPM idea of letting managers manage and requiring managers to manage significantly helps public sector innovation in the governments of Norway and Flanders. Their findings extended to the public sector for civil servants outside of critical departments who adhere to public law. According to Dan and Pollitt (2015), the NPM reform has several repercussions dependent on a multitude of variables and traits that limit generalizations based on empirical data. Creativity is fostered through corporate cultures that are geared on performance and incentives.

(Lgreid et al., 2011) The NPM reforms obviously create performance- and incentive-oriented public sector cultures. Bugge and Bloch (2016) also discovered that management and personnel impact innovation in the public sector. Thus, NPM views demonstrate that good performance in public service organizations is contingent on whether or not they foster innovation culture in order to have managerial autonomy and outcome control. If they improve organizational performance, service organizations are innovative. When a supervisory authority applies outcome control to a service organization, this is the consequence. Arundel et al. (2015) suggest that the majority of public sector innovations are proposed by managers and employees in high-income nations. In public service organizations, managers with creativity and oversight authority are required to foster innovation. This increases public approval.

Effective services attract and gratify customers (Pollitt & Dan 2013). NPM also stresses incentives and PRP to motivate public sector employees to take risks, hence enhancing self-motivation and innovation. Public service organizations have enhanced their inventions and adopted an innovative approach, according to the thesis. Other research indicates that national variations in work structure, culture, and organizational environment influence public service innovation (Arundel et al. 2019). De Vries et al. (2016) investigate innovation drivers and obstacles in the public sector. In conclusion, organizational culture and structure, legal frameworks, red tape, and procedural restrictions impede innovation in the public sector. The bureaucratic administration of public service organizations inhibits innovation. The critique of the bureaucratic management system (Andrews & Van de Walle 2013; Ferlie 2017) resulted in a paradigm shift that redefined the responsibilities of public management.

Government administration was redesigned by NPM. Pollitt and Bouckaert (2004) claimed that following its 1980 introduction, NPM was broadly recognized in several nations. The previous bureaucratic method was inefficient and disregarded premium service quality, therefore it was universally accepted. NPM is a primary reform agenda that the public sector adopts from private sector managers in order to prioritize values and objectives through performance orientation, cost/audit orientation, and service efficiency. To achieve the new public goals, innovation has focused on restructuring the bureaucracy in order to provide better services at cheaper prices. Since the usual bureaucratic strategy did not enhance public managers, change was expected. NPM was used to encourage accountability, facilitate effective innovation, and increase the responsibility of public sector managers to execute and manage ideas. Change factors such as increased customer demands for superior public service, the adoption and development of information technology, global competition, and staff choices have a significant influence on public organizations (Borins 2001). Change

factors assist the public sector in adapting to citizen needs and commercial advances (Agarwal & Selen 2009). The public sector must enhance service innovation to enhance public service quality and performance in order to fulfill increased demands for quality services while maintaining public spending levels.

5.3: Ambidexterity and service quality: A Relationship

The results chapter displayed two results. Since beta = -.134 and p =.080, there was no effect of exploration on service quality. This did not support the proposed relationship between the variables. The correlation between exploitation and service quality was beta =.276 and p =.006. The indirect association between exploration and service quality is totally mediated by service innovation, whereas the direct relationship between exploitation and service quality is somewhat mediated by service innovation. Quality service favors exploitation over exploration, which explains why the correlation between exploration and service quality is insignificant. Quality initiatives have the potential to inhibit innovation (Lilja et al. 2017). Exploitation has an impact on exploration within one business unit. Historically, quality initiatives have affected exploitation. In literature, these exploitation acts include selection, selection, implementation, execution, and creation. Literature themes of experimentation, research, diversity adaptation, and discovery link innovation with exploration (March 1991). For instance, Lilja et al. (2017) discovered that quality management activities may hinder an organization's capacity to innovate and adapt to a dynamically shifting environment. Organizations seek short-term activities that are dependable and certain. Therefore, public sector resource shortages or budget cuts have a negative effect on short-term performance. Furthermore, Geerts et al. (2010) discovered that service companies favor exploitative innovation.

Creative exploitative activities boost customer value and service efficacy. Typically, radical innovation arises through unplanned study. Without a resolution to the conflict

between exploration and exploitation, the service organization makes bad decisions on service innovation. Consequently, the paradox diminishes service quality and inhibits firms from reaching their financial objectives. In addition to wanting better and more creative services, customers demand more market knowledge. Service firms achieve their objectives through maximizing customer value and consumer perceptions of service excellence. Public service organizations should adopt and implement high exploration and exploitation levels in order to give superior service. In this example, high exploitation activities improve the efficiency and quality of existing services, but high exploration activities generate new services that increase service innovation to meet customer needs (Sok & O'Cass, 2015). Thus, according to Sok and O'Cass (2015), public service companies that prioritize exploitation over exploration ignore the development of new services to suit customer needs. An organization that favors exploration over exploitation runs the danger of underutilizing its services and failing to enhance or refine them.

Thus, focusing on either exploration or exploitation diminishes the organization's capacity to deliver exceptional service, as one approach will be neglected. Sok and O'Cass (2015) also investigate how exploitation and exploitation influence the economic capabilities of a public service organization through great service delivery. The study indicated that active exploration and exploitation enhance the financial success of a company. Thus, achieving a balance between exploration and exploitation boosts the creative performance of a company. Gibson and Birkinshaw (2004) urge service businesses to employ both exploration and exploitation (both irreplaceable and distinctive) in order to become industry leaders in terms of service quality. Managers should never substitute exploration for exploitation. Exploration without exploitation might result in the failure of new services, hence diminishing the value of client service. Exploitation disregards client needs, hence diminishing service quality. Exploration and exploitation imbalances have a negative impact on service quality (Sok &

O'Cass, 2015). Employees who are incentivized to avoid service delivery processes inhibit innovation, but those who are motivated to adhere to them may promote it. Employees must be empowered to implement, preserve, and recognize that experimental and exploitative acts are necessary to improve public service.

Empowering employees makes them more adaptable and more inclined to take the initiative to address customer demands while exploring and exploiting. Staff empowerment facilitates the connection between service innovation exploitation and service quality. Exploratory and exploitative activities rely on process and behavior irregularity, which poses significant issues for managers due to the diverse attention centres (Gibson & Birkinshaw 2004). Thus, high-level exploration and exploitation increase the pressure on service quality (March 1991). A staff member enhances and refines a client's service while attempting to launch a new service. The scheduling of exploration and exploitation jobs is a test of an employee's judgment and expertise. Ambidextrous managers must encourage and inspire staff to divide their efforts between exploitation and exploration in order to offer excellent services. Empowering employees encourages managers to involve individuals in decision-making to enhance the performance of a service business.

In conclusion, empirical study conducted by Sok and O'Cass (2015) indicates that service companies must concurrently engage in high-level exploration and exploitation activities in order to be successful. They demonstrate that increasing the creation of new services and enhancing/refining existing services increases service quality. Consequently, public service organizations require a model of integrated exploration and exploitation service innovation to concurrently provide new services and enhance/refine existing services in order to provide quality service. The results also indicate that the success of a service organization depends on the manager's capacity to empower employees to offer excellent services. Managers must empower employees to provide great service in order to achieve

superior financial returns. Exploration, exploitation, and service quality are interconnected in the outcomes and discussion. The thesis discovered a connection between exploration and service quality that is mediated through service innovation. This thesis also demonstrates that service innovation moderates the relationship between exploitation and service quality. According to Berry et al. (2006), service innovation accelerates the introduction of new services, refines current services, and enhances service quality.

Chapter 6: Conclusion

Customers want quality in the private sector. Due to their customer-centric approach to service, public enterprises must improve performance-related efforts on a global scale. Thus, global study on the functioning of public service organizations has increased. Customer demand for excellent services has driven the public sector to adopt new strategies to match the performance of the private sector. Public service companies in Oman lag behind the private sector, thus they must provide superior services. This public sector lacks adaptability and vitality, which negatively impacts service quality. The Omani public sector's bureaucratic structure impedes incentives to improve service quality in order to satisfy consumer demands while maintaining expenditures and disbursements. In order to increase service innovation, quality, and performance, the public sector must eliminate bureaucracy. Public sector organizations will be encouraged to innovate via the introduction of new and enhanced services. Thus, organizational ambidexterity promotes both exploration and exploitation to enhance the originality and quality of service delivery. NPM also defines a major reform strategy that service companies choose to emphasize their values and objectives based on private sector management. Next, the public service organization must stress a reform program based on innovation in order to improve services at a cheaper cost. Public sector performance literature is enhanced by organisational ambidexterity, non-profit management, service innovation, and service quality frameworks.

This study investigates the effect of links on public service organizations. There is a dearth of empirical research on how organisational ambidexterity and NPM influence public sector service quality in the Middle East through service innovation. This thesis evaluated construct models within public service organizations using organisational ambidexterity, NPM, and service innovation. The thesis also enlightened the literature on improving the quality and performance of public services. The thesis predominantly use deductive reasoning

and a positivist epistemology to generate knowledge, construct theory, and evaluate research findings. This technique aids in drawing conclusions from empirical evidence about the impact of organisational ambidexterity and non-profit management on the quality of public service innovation. Quantitative deductive research questions and hypotheses assess the association between these variables. Public service organizations create hypotheses using a trained quantitative methodology.

Positivism encouraged quantitative research with unbiased evidence by limiting its effect on data. This thesis also employed ontology to examine public service organizations from the standpoint of organizational ambidexterity and NPM in order to improve service quality. Importantly, the ontological approach assisted with the investigation of public service organization theories and the development of models for the Omani public sector. Using measuring scales from past studies, the research technique developed hypotheses on organizational ambidexterity, service innovation, and service quality. The NPM scale was self-developed due to the absence of an organizational-level measure uncovered through research. Structural equation modelling elucidated the relationships between the research components, and statistical analysis proved the reliability and validity of the measurement scales. The empirical research demonstrates that service innovation mediates the connection between organizational ambidexterity and NPM. The thesis demonstrates how investigation, exploitation, and service innovation assist public sector organizations in the production of superior services. The empirical analysis validated the conceptualization, and the thesis discovered that both elements positively influence service innovation. A service company must overcome the tension between exploration and exploitation in order to be effective and perform well. Ambidexterity facilitates innovation within public service organizations by balancing exploration and exploitation.

The thesis also emphasizes the influence of NPM on service innovation. In large-scale contexts, public reform encourages performance and service, but innovation is a barrier for public service organizations. The scope of the reform program enhances performance and services. This thesis demonstrates that innovation in service enhances quality. Service innovation facilitates the development of new and enhanced services in an effort to enhance service quality. The research demonstrates that service stability necessitates service innovation in order to deliver excellent customer services. The organization's goals and objectives are determined by its capacity to successfully utilize customer services and consumers' perception of outstanding service. Through post-hoc analysis, the thesis demonstrates that service innovation partially mediates the relationship between exploitation and service quality. Service innovation mediates exhaustively between exploration, NPM, and service quality. The thesis demonstrates the importance of providing clients with exceptional services and transforming efforts into results. The commercial sector advises the public sector on customer-centric services based on previous encounters with customers. According to studies, service innovation helps build new services and enhance existing ones. Comparing previous research with thesis data demonstrates that customer-centric techniques improve service quality in the public sector.

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