

A META-ANALYTIC REVIEW OF THE AMBIDEXTERITY-PERFORMANCE RELATIONSHIP

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[dx.doi.org/10.18374/EJM-13-2.4](https://doi.org/10.18374/EJM-13-2.4)

ABSTRACT

Organizational ambidexterity is believed to sustainably increase firm performance. This belief is based on a relatively small number of studies explicitly examining the ambidexterity-performance relationship. Studies implicitly analyzing this relationship are much more numerous, but do not always support this finding. Applying meta-analytic techniques, this study integrates previous findings and identifies potential moderators in order to draw generalizable conclusions as to whether and, particularly, under which circumstances firms benefit from ambidexterity. We find that although there is an overall positive effect of ambidexterity on performance, the relationship is significantly affected by the conceptualization of ambidexterity, firm age, and national culture.

Keywords: *Ambidexterity, Exploration, Exploitation, Firm Performance, Meta-Analysis.*