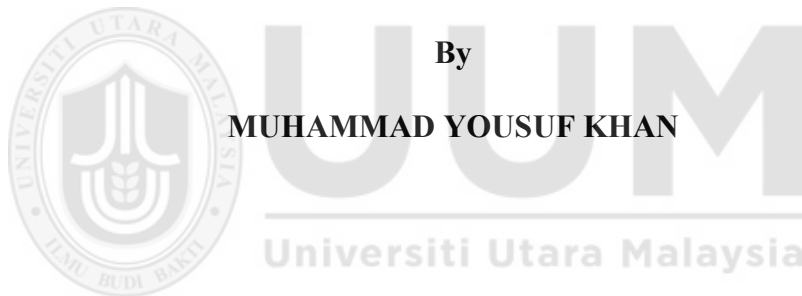


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**THE MEDIATING ROLE OF ORGANIZATIONAL INNOVATION
AMBIDEXTERITY BETWEEN ORGANIZATIONAL AMBIDEXTROUS
CAPABILITIES AND SUSTAINABILITY PERFORMANCE OF SMES IN
PAKISTAN**



**Thesis Submitted to
School of Business Management,
University Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

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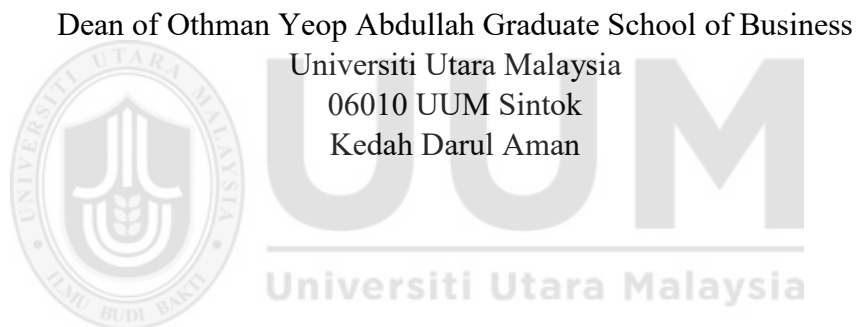


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ABSTRACT

Fast-paced technological advancement, hyper-competitive businesses, and environmental uncertainty has challenged the small and medium-sized enterprises' survival and sustainability. Despite provocation that organizations need to be ambidextrous by exploiting existing capabilities as well as exploring new opportunities to ensure sustainability performance, the role of organizational ambidextrous capabilities and organizational innovation ambidexterity as specific drivers of sustainability performance remain poorly understood. Grounded on ambidexterity theory, this study examined the effects of organizational ambidextrous capabilities which comprises of ambidextrous leadership, organizational structure and organizational context on sustainability performance. This study also investigated the mediating effect of organizational innovation ambidexterity on the relationship between organizational ambidextrous capabilities and sustainability performance. Using proportionate stratified random sampling, a total of 438 small and medium-sized enterprises (SMEs) from the manufacturing and services sectors in Pakistan responded to the postal questionnaire, yielding a total response rate of 51%. The data was analyzed by using Partial Least Square-Structural Equation Modelling (PLS-SEM). The path modeling results indicated significant positive effects of organizational ambidextrous capabilities on sustainability performance. Meanwhile, ambidextrous leadership, organizational structure and organizational context have positive and direct effect on sustainability performance. Further, the findings revealed that organizational innovation ambidexterity has a partial mediation effect on the relationship between organizational ambidextrous capabilities and sustainability performance. The study contributes to ambidexterity theory by validating an integrated framework for sustainability performance. It is vital for the management in SMEs to explore new opportunities and exploit existing capabilities to ensure sustainability performance. Hence, organizational ambidextrous capabilities and organizational innovation ambidexterity are vital pathways for gearing SMEs towards innovativeness, market responsiveness to ensure the sustainability performance. The study deliberated theoretical, methodological and practical implications. Finally, limitation and scope for future research are also discussed.

Keywords: ambidextrous leadership; organizational context and structure; innovation ambidexterity; sustainability performance; small and medium-sized enterprises.

ABSTRAK

Kemajuan teknologi yang bergerak pantas, perniagaan yang kompetitif, dan ketidakpastian persekitaran telah mencabar kelangsungan dan kemampuan perusahaan kecil dan sederhana. Walaupun terdapat provokasi bahawa organisasi perlu menjadi ambidekstrus dengan mengeksploitasi keupayaan sedia ada serta meneroka peluang baru bagi mendapat prestasi kemampuan, peranan keupayaan organisasi ambidextrous dan inovasi organisasi ambidexteriti sebagai pemacu khusus untuk prestasi kemampuan masih kurang difahami. Berdasarkan teori ambidexteriti, kajian ini melihat kesan keupayaan organisasi ambidextrous yang merangkumi kepemimpinan ambidextrous, struktur organisasi dan konteks organisasi keatas prestasi kemampuan. Kajian ini juga menyiasat peranan pengantara inovasi ambidexterity organisasi di antara keupayaan ambidextrous organisasi dengan prestasi kemampuan. Menggunakan persampelan rawak berstrata berkadar, sejumlah 438 perusahaan kecil dan sederhana (PKS) daripada sektor pembuatan dan perkhidmatan di Pakistan memberi respon kepada soal selidik melalui pos, menghasilkan kadar maklum balas sebanyak 51%. Data dianalisis menggunakan Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa (PLS-SEM). Hasil pemodelan menunjukkan kesan signifikan yang positif terhadap keupayaan ambidekstrus organisasi ke atas prestasi kemampuan. Sementara itu, kepemimpinan ambidekstrus, struktur organisasi dan konteks organisasi mempunyai kesan positif dan langsung terhadap prestasi kemampuan. Selanjutnya, dapatan ini mendedahkan bahawa inovasi organisasi ambidexteriti mempunyai kesan pengantara separa terhadap hubungan antara keupayaan ambidekstrus organisasi dan prestasi kemampuan. Kajian ini menyumbang kepada teori ambidexteriti dengan mengesahkan kerangka bersepadu bagi prestasi kemampuan. Adalah penting bagi pengurusan PKS untuk meneroka peluang baru dan mengeksploitasi keupayaan sedia ada untuk memastikan prestasi kemampuan. Oleh itu, keupayaan ambidekstrus organisasi dan inovasi organisasi ambidexteriti merupakan laluan penting untuk membawa PKS ke arah inovasi, tindak balas pasaran bagi memastikan prestasi kemampuan dicapai. Kajian ini membincangkan implikasi teoritikal, methodologikal dan amali. Akhir sekali, batasan dan skop bagi penyelidikan masa depan juga dibincang.

Kata kunci: kepimpinan ambidekstrus; konteks dan struktur organisasi; inovasi ambideksteriti; prestasi kemampuan; perusahaan kecil dan sederhana

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Finally, I hope this tiny masterpiece would help academics and practitioners in improving communities and would instigate more significant research work for the wellbeing of mankind. May **Allah** *Subhanahu Wa Ta`ala* accept this work as good-deed, Ameen!

TABLE OF CONTENTS

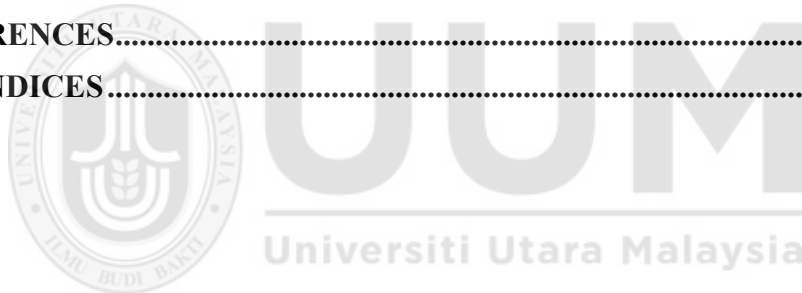
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
LIST OF TABLES	xiv
LIST OF FIGURES	xvi
LIST OF APPENDICES	xvii
LIST OF ABBREVIATIONS	xviii
CHAPTER ONE- INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	8
1.3 Research Questions	16
1.4 Research Objectives	17
1.5 Scope of the Study	17
1.6 Significance of the Study	20
1.6.1 Theoretical Significance	20
1.6.2 Practical Significance.....	25
1.7 Conceptual Definitions	26
1.7.1 Sustainability Performance	26
1.7.2 Organizational Innovation Ambidexterity	27
1.7.3 Ambidextrous Leadership	27
1.7.4 Organizational Structure	28
1.7.5 Organizational Context	28
1.8 Organization of Thesis	29
CHAPTER TWO- LITERATURE REVIEW	30
2.1 Introduction.....	30
2.2 Small and Medium-Sized Enterprises Sector in Pakistan.....	30
2.2.1 Defining Small and Medium-Sized Enterprises	31
2.2.2 Characteristics and Difference of SMEs from Large Organizations	34
2.2.3 Significance of SME	37
2.2.4 Challenge of Growth and Sustainability Performance in SMEs.....	40
2.3 Sustainability Performance	45

2.3.1 Definition and Conceptualization	46
2.3.2 Dimensions of Sustainability Performance.....	48
2.3.3 Empirical Review of Studies on Sustainability Performance	50
2.4 Ambidextrous Leadership	60
2.4.1 Overview of Leadership.....	61
2.4.2 Evolution of Ambidextrous Leadership.....	63
2.4.3 Definition and Conceptualization of Ambidextrous Leadership	68
2.4.4 Dimensions of Ambidextrous Leadership	69
2.4.5 Ambidextrous Leadership and Sustainability Performance.....	71
2.5 Organizational Structure	75
2.5.1 Definition and Conceptualization	76
2.5.2 Dimensions of Organizational Structure.....	78
2.5.3 Organizational Structure and Sustainability Performance	82
2.6 Organizational Context	86
2.6.1 Definition and Conceptualization	87
2.6.2 Dimensions of Organizational Context.....	89
2.6.3 Organizational Context and Sustainability Performance.....	91
2.7 Organizational Innovation Ambidexterity	93
2.7.1 Definition and Conceptualization	93
2.7.2 Dimensions of Organizational Innovation Ambidexterity.....	96
2.7.3 Organizational Ambidexterity in SMEs.....	101
2.8 Ambidextrous Capabilities and Organizational Ambidexterity.....	103
2.8.1 Ambidextrous Leadership and Organizational Ambidexterity	103
2.8.2 Organizational Structure and Organizational Ambidexterity	106
2.8.3 Organizational Context and Organizational Ambidexterity	106
2.9 Organizational Innovation Ambidexterity and Sustainability Performance	107
2.10 The Mediating Effects of Organizational Ambidexterity	110
2.11 Underpinning Theory	112
2.12 Gaps in the Literature.....	115
2.13 Theoretical Framework.....	125
2.14 Hypotheses Development	126
2.14.1 Ambidextrous Leadership and Sustainability Performance.....	126
2.14.2 Organizational Structure and Sustainability Performance	129
2.14.3 Organizational Context and Sustainability Performance	134

2.14.4 Ambidextrous Leadership and Organizational Innovation Ambidexterity	138
2.14.5 Organizational Structure and Organizational Innovation Ambidexterity	140
2.14.6 Organizational Context and Organizational Innovation Ambidexterity	147
2.14.7 Organizational Innovation Ambidexterity and Sustainability Performance	148
2.14.8 The Mediating Role of Organizational Innovation Ambidexterity.....	151
2.14.9 Summary of the Hypotheses	157
2.15 Summary of the Chapter	158
CHAPTER THREE- METHODOLOGY	159
3.1 Introduction.....	159
3.2 Research Design.....	159
3.3 Operationalization of Variables	162
3.3.1 Sustainability Performance	162
3.3.2 Ambidextrous Leadership.....	167
3.3.3 Organizational Structure	168
3.3.4 Organizational Context.....	170
3.3.5 Organizational Innovation Ambidexterity	172
3.4 Questionnaire Design.....	175
3.4.1 Pre-testing of the Measurement Instrument.....	176
3.4.2 Pilot Test	181
3.5 Population	183
3.6 Sampling	184
3.6.1 Sampling Frame	185
3.6.2 Sample Size.....	187
3.6.3 Sampling Techniques.....	190
3.6.4 Data Collection Method.....	191
3.7 Data Analysis Technique	194
3.7.1 Descriptive Analysis	195
3.7.2 Structural Equation Modelling (SEM).....	196
3.7.3 Justifications for Using PLS-SEM.....	197
3.7.4 Specifying Measurement Models	200
3.7.5 Assessing Data using PLS-SEM.....	202
3.7.5.1 Measurement (Outer) Model Evaluation	203
3.7.5.2 Structural (Inner) Model Evaluation.....	212

3.7.5.3 Mediation Analysis	214
3.8 Chapter Summary	217
CHAPTER FOUR-RESULTS	219
4.1 Introduction.....	219
4.2 Response Rate	219
4.3 Data Screening and Preliminary Analysis	220
4.3.1 Data Accuracy.....	220
4.3.2 Analysis of Missing Data.....	221
4.3.3 Assessment and Treatment of Outliers	222
4.4 Fundamental Assumptions of Statistics	224
4.4.1 Normality Test	224
4.4.2 Test of Non-Response Bias.....	228
4.4.3 Common Method Bias Test	230
4.5 Characteristics of the Sample of Study.....	233
4.5.1 Respondents' Profile.....	234
4.5.2 Company Profile	235
4.5.3 Sector Profile	237
4.5.4 Test of Difference Between Sectors and Company Sizes.....	239
4.6 Measurement Model (Outer Model) Evaluation.....	241
4.6.1 Reflective Measurement Model Assessment.....	241
4.6.1.1 Individual Item Reliability.....	242
4.6.1.2 Internal Consistency Reliability.....	242
4.6.1.3 Convergent Validity.....	243
4.6.1.4 Discriminant Validity.....	245
4.6.2 Assessment of Formative Measurement Model.....	250
4.7 Assessment of Structural Model (Inner Model).....	252
4.7.1 Hypothesis Testing and Path Coefficient of Direct Effects	253
4.7.2 Assessment of Variance Explained in the Endogenous Latent Variable..	255
4.7.3 Assessment of Effect Size (f^2).....	256
4.7.4 Testing of Mediation Effect	257
4.8 Summary of Hypotheses Findings	259
4.9 Summary of the Chapter	260
CHAPTER FIVE- DISCUSSION AND CONCLUSIONS.....	262
5.1 Introduction.....	262
5.2 Recapitulation of the study	262

5.3 Discussion of Findings.....	263
5.3.1 The Effects of Organizational Ambidextrous Capabilities on Sustainability Performance	264
5.3.2 The Effects of Organizational Ambidextrous Capabilities on Organizational Ambidexterity	269
5.3.3 The Effects of Organizational Innovation Ambidexterity on Sustainability Performance.	275
5.3.4 The Mediating Role of Organizational Ambidexterity.....	277
5.4 Implications.....	281
5.4.1 Theoretical Implications	281
5.4.2 Methodological Implications	285
5.4.3 Policy Implications	288
5.4.4 Practical Implications.....	295
5.5 Research Limitations	302
5.6 Direction for Future Research.....	305
5.7 Conclusion	307
REFERENCES.....	311
APPENDICES.....	I



LIST OF TABLES

Table 1. 1 Structure of Economy of Pakistan	4
Table 2. 1 Definition and Categorization of SME by European Union (EU) Commission	31
Table 2. 2 Definitions of SME in India and Bangladesh	32
Table 2. 3 Definition of SME by Different Bodies in Pakistan	33
Table 2. 4 Comparison of Characteristics for SME and Larger Organizations	34
Table 2. 5 Comparison of Innovation Capacities for SME and Large Organizations .	36
Table 2. 6 Regional Comparison of SME- Contribution in Employment, GDP, and Exports	40
Table 2. 7 Growth Performances of the Different Economy Sector and Contribution in GDP.....	42
Table 2. 8 SME Sustainability Performance Dimensions, Measurement and Source of Data	55
Table 2. 9 A Chronological Summary of Definitions’ Focus on Leadership	62
Table 2. 10 Opening and Closing Behaviors excerpted from Transformational and Transactional Leadership	67
Table 2. 11 Behavioral Traits for Opening and Closing Leadership Behaviors.....	71
Table 2. 12 Selected Definition of Ambidexterity in Different Areas of Management Research.....	94
Table 2. 13 Selective Definitions of Exploration and Exploitation Research	98
Table 2. 14 Exploratory and Exploitative Innovations	100
Table 2. 15 Summary of Hypotheses.....	157
Table 3. 1 Dimensions and Items Constituting the Sustainability Performance Scale.....	165
Table 3. 2 Dimensions and Items Constituting the Ambidextrous Leadership Scale	168
Table 3. 3 Dimensions and Items Constituting the Organizational Structure Scale..	169
Table 3. 4 Dimensions and Items Constituting the Organizational Context Scale....	171
Table 3. 5 Dimensions and Items Constituting the Organizational Ambidexterity Scale.....	174
Table 3. 6 Summary of the Study’s Survey Instruments Construct.....	175
Table 3. 7 Selection Criteria for Practitioners	178
Table 3. 8 Summary of the Experts and Practitioners for Questionnaire Improvement	180
Table 3. 9 Summary of the Pilot Test Reliability Analysis of Constructs.....	182
Table 3. 10 Summary of the Population in Punjab Province.....	184
Table 3. 11 Summary of Frame After Applying Exclusion Criteria.....	186
Table 3. 12 Summary of the Sampling Frame	186
Table 3. 13 A Priori Calculation of the Minimum Sample Size, Nmin.....	188
Table 3. 14 Summary of Evaluation of Reflective Measurement Model	209
Table 3. 15 Summary of Evaluation of Formative Measurement Model	211

Table 3. 16 Summary of Evaluation of Structural (Inner) Model.....	214
Table 3. 17 Mediation/Non-Mediation Decision Criteria.....	217
Table 4. 1 Response Rate of the Questionnaires.....	220
Table 4. 2 Total Missing Values Counts and Percentages at Construct and Variable Level	222
Table 4. 3 K-S and Shapiro-Wilk Normality Tests.....	226
Table 4. 4 Skewness and Kurtosis	227
Table 4. 5 Independent Sample T-test for Equality of Means	229
Table 4. 6 Demographic Characteristics of the Respondents of the Study.....	234
Table 4. 7 Work Experience of the Participants/Respondents.....	235
Table 4. 8 Company Profile	236
Table 4. 9 Descriptive Summary of Sector & Industry-wise Representation of Companies.....	238
Table 4. 10 Sector-wise Independent Sample T-test for Equality of Means	240
Table 4. 11 Company Size-wise Independent Sample T-test for Equality of Means	240
Table 4. 12 Items Deleted, Loadings, Alpha, Composite Reliability and Average Variance Extracted.....	242
Table 4. 13 Summary of Loadings, Cronbach's Alpha, Composite Reliability, and AVE	244
Table 4. 14 Fornell-Larcker Criterion.....	246
Table 4. 15 Cross Loadings	248
Table 4. 16 Heterotrait-Monotrait (HTMT) Correlation Matrix for Discriminant Validity	249
Table 4. 17 Summary of Outer Weights, VIF and Significance Testing Results	251
Table 4. 18 Collinearity Assessment for the Formative Model	252
Table 4. 19 Hypotheses Testing/ Results of Path Coefficient for Structural Model..	253
Table 4. 20 Variance Explained in the Endogenous Latent Variables	255
Table 4. 21 Effect Sizes (f^2) of the Exogenous Latent Variables to Endogenous Variable.....	257
Table 4. 22 Mediation Effects Analysis.....	259
Table 4. 23 Summary of Hypotheses Results	260

LIST OF FIGURES

Figure 2. 1 Two Dimensions of Exploration and Exploitation.....	100
Figure 2. 2 Summary of Gaps in the Literature	124
Figure 2. 3 Theoretical Framework	126
Figure 3. 1 Population: Punjab Province Regions	187
Figure 3. 2 Sample: Punjab Province Zones	187
Figure 4. 1 Normal Q-Q Plot	226



LIST OF APPENDICES

Appendix A 1 Questionnaire	I
Appendix B 1 Questionnaires Permission	IX
Appendix C 1 Questionnaire Comparison Statement	XI
Appendix D 1 First-order Reflective Measurement Model	XIV
Appendix E 1 Revised First-order Reflective Measurement Model.....	XV
Appendix F 1 Second-Order, Two-Stage Approach Formative Measurement Model.....	XVI
Appendix G 1 PLS Structural Model Path Coefficient and p-Value Measurement Model.....	XVII
Appendix H 1 PLS Structural Model Path Coefficient Bootstrapping Results	XVIII
Appendix I 1 Variance Explained.....	XIX
Appendix J 1 A letter of Recommendation from Islamabad Chamber of Commerce and Industries (ICCI)for data collection.....	XX

LIST OF ABBREVIATIONS

AL	Ambidextrous Leadership
AVE	Average Variance Extracted
CMV	Common Method Variance
CON	Connectedness
COVID-19	Coronavirus Disease 2019
CPEC	China Pakistan Economic Corridor
EXR	Exploration
FOR	Formalization
FP	Financial Performance
GDP	Gross Domestic Product
GII	Global Innovation Index
GVA	Gross Value Added
HTMT	Heterotrait-Monotrait Ratio
LOB	Opening Leadership Behavior
LOC	Closing Leadership Behavior
MD	Mahalanobis Distance
MTDF	Medium Term Development Framework
NFP	Non-Financial Performance
OAC	Organizational Ambidextrous Capabilities
OC	Organizational Context
OIA	Organizational Innovation Ambidexterity
OS	Organizational Structures
PLS-SEM	Partial Least Square Structural Equation Modeling
PM	Performance Management
SEM	Structural Equation Modeling
SME	Small and Medium-Sized Enterprise
SPSS	Statistical Package for Social Sciences
SS	Social Support
VIF	Variance Inflation Factors
XPT	Exploitation

CHAPTER ONE

INTRODUCTION

1.1 Background

The Changing business dynamics through devastating effects of COVID-19 pandemic, fast-paced technological advancement, hyper-competitive businesses, and environmental uncertainty have posed serious impediments for many businesses which elevated future concerns about employment, productivity and global growth (OECD, 2020; Oxford Economics, 2019; SMEDA, 2020; World Bank, 2019). Many countries are experiencing the challenge of weak trade and investment, obstinately high inequality and low growth (OECD, 2016a) which in turn challenging the sustainable organizational performance of businesses irrespective of their size and geographic location (Dolz, Iborra, & Safón, 2019; OECD, 2020; Shafi, Liu & Ren, 2020; SMEDA, 2020). In such conditions, organizations could not be reliant on short term financial gains to survive, rather they need to address performance by managing apparently contradictory rationales of short term and long term performance by considering and reconciling both financial and operational heterogeneity to attain sustainability performance.

Sustainability performance has become even more relevant for Small and Medium-sized Enterprises (SMEs), as on a global business landscape they play pivotal role in contributing to socio-economic growth and sustainable development of all types of economies, worldwide. The contribution of SMEs includes wealth generation, employment creation, competitive business environment, innovation and sustaining communities (Hyder & Lussier, 2016; OECD, 2017a; Oxford Economics, 2019; Rotar, Pamić & Bojnec, 2019).

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APPENDICES

Appendix A 1 Questionnaire



SCHOOL OF BUSINESS MANAGEMENT
College of Business (COB)
UNIVERSITI UTARA MALAYSIA

Dear Respondent,

I am a PhD student at University Utara Malaysia, conducting a research titled “Influence of Organizational Ambidextrous Capabilities on Sustainability Performance of Small and Medium-Sized Enterprises in Pakistan”. The attached survey questionnaire is vital for carrying out successful analysis and findings of the study, which requires approximately 15-20 minutes of your time to complete.

As you are aware that Small and Medium-Sized Enterprises (SMEs) play a key role in overall socio-economic development of the country. However, due to different challenges, SME sector in Pakistan is facing high failure rate and below potential performance. Further, where the “China- Pakistan Economic Corridor (CPEC)” is opening up new opportunities for SME sector, at the same time creating threats through influx of competitive momentum. It is anticipated that best performing SMEs will survive and thrive as well as play their role in capitalizing this opportunity to galvanize country’s growth. Yet, the success of SMEs largely depends on their ability to put organizational capabilities into action and perform well both financially and operationally to ensure sustainability in their performance.

Focusing on the mentioned scenario, I am engaged in this study to address the sustainability performance issue with the prime objective to determine the extent to which four organizational capabilities i.e. leadership, organizational environment, organizational structure and organizational innovation activities influence organizational survival, financial and operational performance. I believe that the findings of this study could provide valuable insights/information that may be useful to SME sector to gain competitive advantage and improve their sustainability performance.

It is pertinent to mention that all information provided in this questionnaire is confidential and will not be shared with any person/party. Further, the acquired information will be used in an aggregate form and purely for academic research purpose. However, only executive summary of the overall findings will be made available upon request.

If you have any queries or explanation about the study, please do not hesitate to contact me, or my research supervisors on the given contacts. Thank you very much for your cooperation in answering the questionnaire. Your time and participation in this study is greatly appreciated.

Sincerely,

Muhammad Yousuf Khan

(Researcher/ PhD Scholar)

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PART A: DEMOGRAPHIC INFORMATION

SECTION A: ABOUT YOURSELF

Please tick (✓) the appropriate box which is best applicable to you.

1. Title/ Designation

- Chairman/ President Chief Executive Officer (CEO)
 Executive Director/ General Manager Operation/ Production Manager
 Business Development / Marketing/ Sales Manager Accounts/ Financial Manager
 Other (Please specify): _____

2. Gender

- Male Female

3. Age

- Below 30 Years old 31-40 Years old 41-50 Years old
 51-60 Years old Above 60 Years old

4. Highest Education Level

- SSC/ O Level HSSC/A Level Bachelors
 Masters PhD Other (Please specify): _____

5. Overall business operations or management experience (Please specify): _____
Years

6. Working experience with present company (Please specify): _____
Years

7. Experience at current position in the present company (Please specify): _____ Years

SECTION B: ABOUT YOUR COMPANY

Please tick (✓) the box that corresponds the appropriate answer regarding your company.

1. Duration of company in business since establishment.

- Less than 1 Year 1-3 Years 4-6 Years
 7-9 Years 10-12 Years 13-15 Years

- 16 Years or More
2. Total number of employees working in the company
- 1-19 10-19 20-35
 36-49 50-99 100-250
 251 or more
3. Nature of company ownership.
- Private State-owned/Public Private-Public Partnership
 Others (Please specify): _____
4. Origin of company ownership.
- Pakistani ownership Foreign ownership Joint Venture
 Others (Please specify): _____
5. Location (Please tick (✓) your zone)
- Islamabad/Rawalpindi (Includes Islamabad, Rawalpindi, Attock, Chakwal & Jhelum Districts)
 Lahore (Includes, Lahore & Kasur Districts)
 Bahawalpur (Includes Bahawalpur, Bahawalnagar & Rahim Yar Khan Districts)
 Others (Please specify): _____
6. Scope of business operations
- Local Regional International
7. Engagement in import or export related business activity.
- No Yes (Import only) Yes (Export only)
 Yes (Both Import and Export)

SECTION C: ABOUT YOUR INDUSTRY

Please tick (✓) the box that best describe the industry sector in which your company operates.

a. Manufacturing Sector	
1. <input type="checkbox"/> Food Products & Beverages	2. <input type="checkbox"/> Textiles & Wearing Apparels
3. <input type="checkbox"/> Leather & Related Products	4. <input type="checkbox"/> Wood & Furniture
5. <input type="checkbox"/> Paper & Paper Products	6. <input type="checkbox"/> Printing & Reproduction of Recorded Media
7. <input type="checkbox"/> Coke & Petroleum Products	8. <input type="checkbox"/> Chemical & Chemical Products
9. <input type="checkbox"/> Pharmaceutical	10. <input type="checkbox"/> Rubber & Plastics
11. <input type="checkbox"/> Non Metallic Mineral Products	12. <input type="checkbox"/> Metal & Metal Products
13. <input type="checkbox"/> Computer, Electronic & Optical Products	14. <input type="checkbox"/> Electrical Equipment
15. <input type="checkbox"/> Machinery & Equipment	16. <input type="checkbox"/> Motor Vehicles, & other Transport Equipment
17. <input type="checkbox"/> Repair & Installation of Machine & equipment	18. <input type="checkbox"/> Other Manufacturing (Please specify): _____
b. Services Sector	
1. <input type="checkbox"/> Transport, Storage	2. <input type="checkbox"/> Accommodation & Food Service
3. <input type="checkbox"/> Information & Communication	4. <input type="checkbox"/> Finance & Insurance
5. <input type="checkbox"/> Education	6. <input type="checkbox"/> Healthcare
<input type="checkbox"/> Other Services _____	

PART B: FACTOR INFLUENCING SUSTAINABILITY PERFORMANCE

SECTION A: ORGANIZATIONAL OPERATIONAL ENVIRONMENT

This section is about the Company's internal operational environment. Considering the practices in your Company, please **circle** the appropriate number on the scale given below that best describe your response. Please keep your response general to your company as a whole and please respond to all statements.

	1	2	3	4	5	
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
	Statements			Rating Scale		
1.	My company's procedures and practices encourage employees to set challenging and demanding goals	1	2	3	4	5
2.	My company's procedures and practices encourage creative challenges to employees, instead of narrowly defining tasks	1	2	3	4	5
3.	My company's procedures and practices encourage employees to be more focused on getting their job done well than on getting promoted	1	2	3	4	5
4.	My company's procedures and practices encourage employees to give their best results and voluntarily strive for more ambitious objectives	1	2	3	4	5
5.	My company's procedures and practices reward or punish employees based on rigorous measurement of business performance against goals	1	2	3	4	5
6.	My company's procedures and practices hold employees accountable for their performance	1	2	3	4	5
7.	My company's procedures and practices encourage employees to use their appraisal feedback to improve their performance	1	2	3	4	5
8.	My company's procedures and practices devote considerable effort in developing employees at all levels	1	2	3	4	5
9.	My company's procedures and practices give everyone sufficient authority to do their jobs well	1	2	3	4	5
10.	My company's procedures and practices encourage pushing decisions down to the lowest appropriate level	1	2	3	4	5
11.	My company's procedures and practices encourage employees to give ready access to information that others colleagues need	1	2	3	4	5
12.	My company's procedures and practices encourage employees to work hard to develop their capabilities needed to execute the company's overall strategy/ vision	1	2	3	4	5
13.	My company's procedures and practices encourage employees to take decisions on facts and analysis, not on political base	1	2	3	4	5
14.	My company's procedures and practices encourage employees to treat failure (in a good effort) as a learning opportunity, instead of embarrassment	1	2	3	4	5
15.	My company's procedures and practices encourages employees to be willing and able to take sensible risks	1	2	3	4	5
16.	My company's procedures and practices encourage employees to set realistic goals	1	2	3	4	5

SECTION B: ORGANIZATIONAL STRUCTURE

This section is about company structure. Considering the structural characteristics in your company, please **circle** the appropriate number on the scale given below that best describe your response. Please keep your response general to your company as a whole and please respond to all statements.

	1	2	3	4	5				
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree				
	Statements				Rating Scale				
1.	Whatever situation arises, written procedures are available in this company for dealing with it				1	2	3	4	5
2.	Rules and procedures occupy a central place in this company				1	2	3	4	5
3.	Written records are kept of everyone's performance				1	2	3	4	5
4.	Employees in this company are regularly checked for rule violations				1	2	3	4	5
5.	Written job-descriptions are formulated for positions at all levels in this company				1	2	3	4	5
6.	In this company, there is sufficient opportunity for informal discussions among employees				1	2	3	4	5
7.	In this company, employees from different departments feel comfortable calling each other when the need arises				1	2	3	4	5
8.	The company encourage employees discussing work related matters with those who are not immediate superiors				1	2	3	4	5
9.	Employees in this company are quite accessible to each other				1	2	3	4	5
10.	In this company, it is easy to talk with almost anyone needed to, regardless of rank or position				1	2	3	4	5

SECTION C: LEADERSHIP

This section is about the leader of the company. Considering leadership practices in your company, please **circle** the appropriate number on the scale given below which is most applicable. Please respond to all statements.

	1	2	3	4	5				
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree				
	Statements				Rating Scale				
1.	The leadership in this company allows employees for different ways of accomplishing a task				1	2	3	4	5
2.	The leadership in this company encourages employees for experimentation with different ideas				1	2	3	4	5
3.	The leadership in this company motivates employees to take risks				1	2	3	4	5
4.	The leadership in this company gives possibilities to employees for independent thinking and acting				1	2	3	4	5
5.	The leadership in this company gives employees opportunity for their own ideas to be implemented				1	2	3	4	5
6.	The leadership in this company allows job related errors and mistakes				1	2	3	4	5

Leadership Scale (continued)

7.	The leadership in this company encourages employees for learning from job related errors and mistakes	1	2	3	4	5
8.	The leadership in this company monitors and controls goal attainment of employees	1	2	3	4	5
9.	The leadership in this company establishes work routines	1	2	3	4	5
10.	The leadership in this company takes corrective action on mistakes	1	2	3	4	5
11.	The leadership in this company controls adherence to rules	1	2	3	4	5
12.	The leadership in this company pays attention to uniform task accomplishment	1	2	3	4	5
13.	The leadership in this company restricts mistakes	1	2	3	4	5
14.	The leadership in this company sticks to plans for goals attainment	1	2	3	4	5

SECTION D: ORGANIZATIONAL INNOVATION ACTIVITIES

This section is about Company's innovation activities. Considering the innovation activities in your Company during the past 3 years, please **circle** the appropriate number on the scale given below that best describe your response and please respond to all statements.

	1	2	3	4	5		
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree		
	Statements		Rating Scale				
1.	My company frequently refines the provision of existing products and services		1	2	3	4	5
2.	My company regularly implements small modifications to existing products and services.		1	2	3	4	5
3.	My company introduces improved, but existing products and services for its local market		1	2	3	4	5
4.	My company improves supply efficiency of products and services.		1	2	3	4	5
5.	My company increases economies of scale in existing markets.		1	2	3	4	5
6.	My company expands products and services for existing clients		1	2	3	4	5
7.	My company accepts demands that go beyond existing products and services		1	2	3	4	5
8.	My company invents new products and services		1	2	3	4	5
9.	My company experiments with new products and services in its local market		1	2	3	4	5
10.	My company commercializes products and services that are completely new to the company		1	2	3	4	5
11.	My company frequently utilize new opportunities in new markets		1	2	3	4	5
12.	My company regularly uses new distribution channels		1	2	3	4	5

SECTION E: COMPANY PERFORMANCE

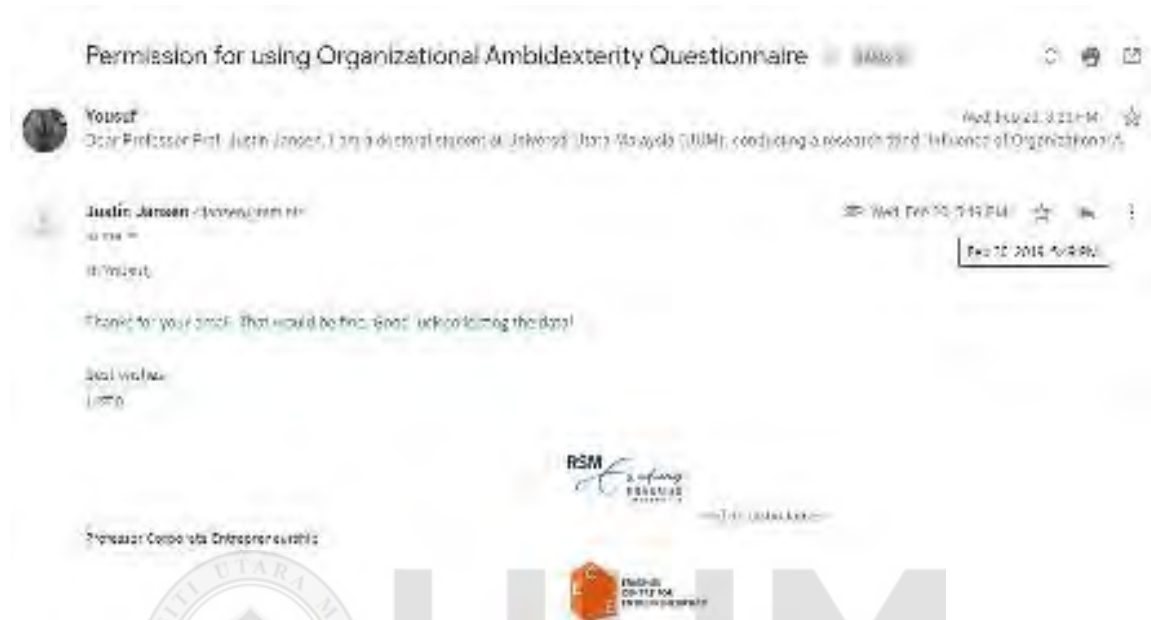
This section is about the performance of your Company. Please compare your company's performance **relative to other major competitors during last three years (2016, 2017&2018)** by circling the appropriate number on the scale given below that best describe your response. Please respond to all performance criteria indicators.

		1	2	3	4	5
		Much Lower	Lower	About The Same	Higher	Much Higher
Performance Criteria		Rating Scale				
1.	Overall sales level	1	2	3	4	5
2.	Sales growth rate	1	2	3	4	5
3.	Market share	1	2	3	4	5
4.	Growth in market share	1	2	3	4	5
5.	Net profit	1	2	3	4	5
6.	Cash flow	1	2	3	4	5
7.	Return on investment	1	2	3	4	5
8.	Customer satisfaction	1	2	3	4	5
9.	Competitive capacity	1	2	3	4	5
10.	Ability to fund business growth from profits	1	2	3	4	5
11.	Market reputation	1	2	3	4	5
12.	Employees satisfaction with organizational performance	1	2	3	4	5
13.	Company utilizing its full potential	1	2	3	4	5
14.	Maximizing employees full capabilities	1	2	3	4	5

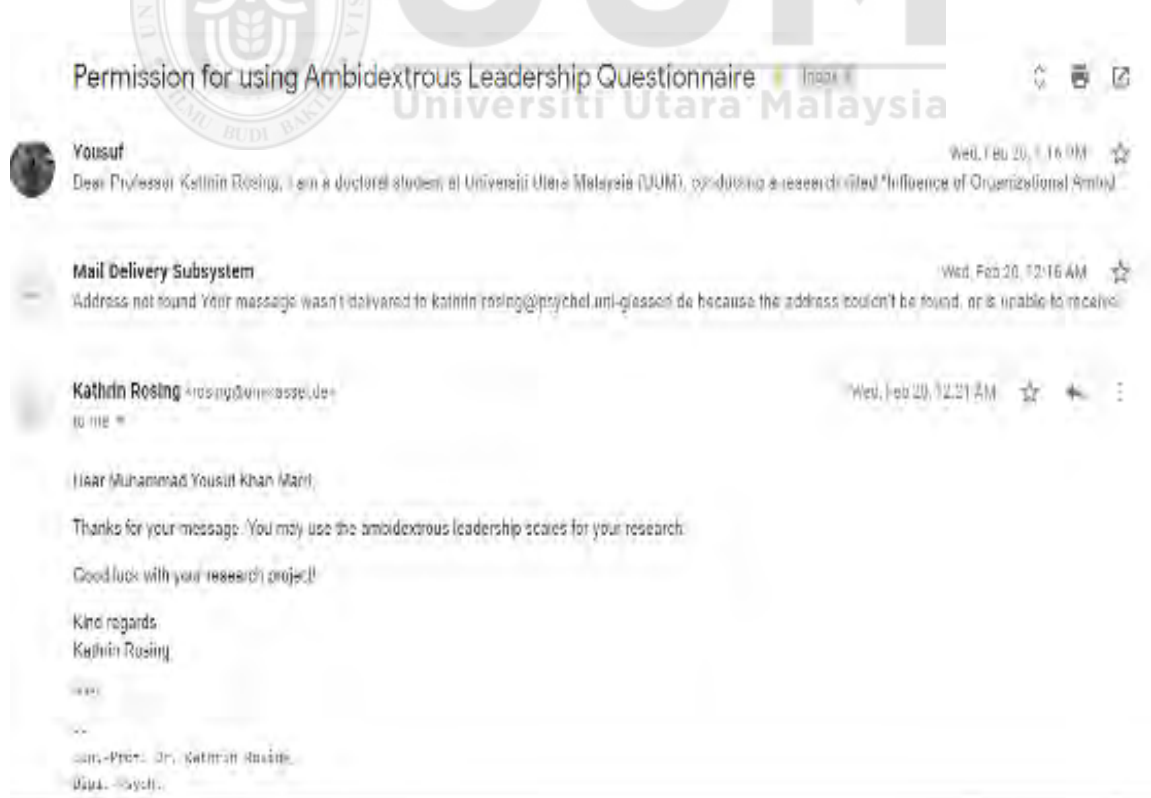
THANK YOU VERY MUCH FOR YOUR KIND COOPERATION!

Appendix B 1 Questionnaires Permission

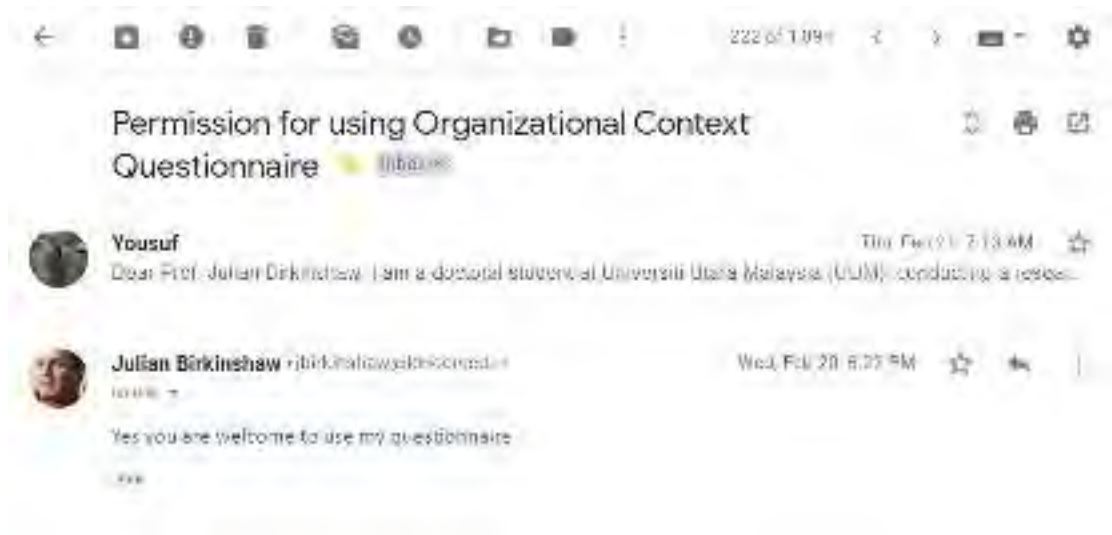
Questionnaire usage permission for “Organizational Ambidexterity” by Prof. Justin J.



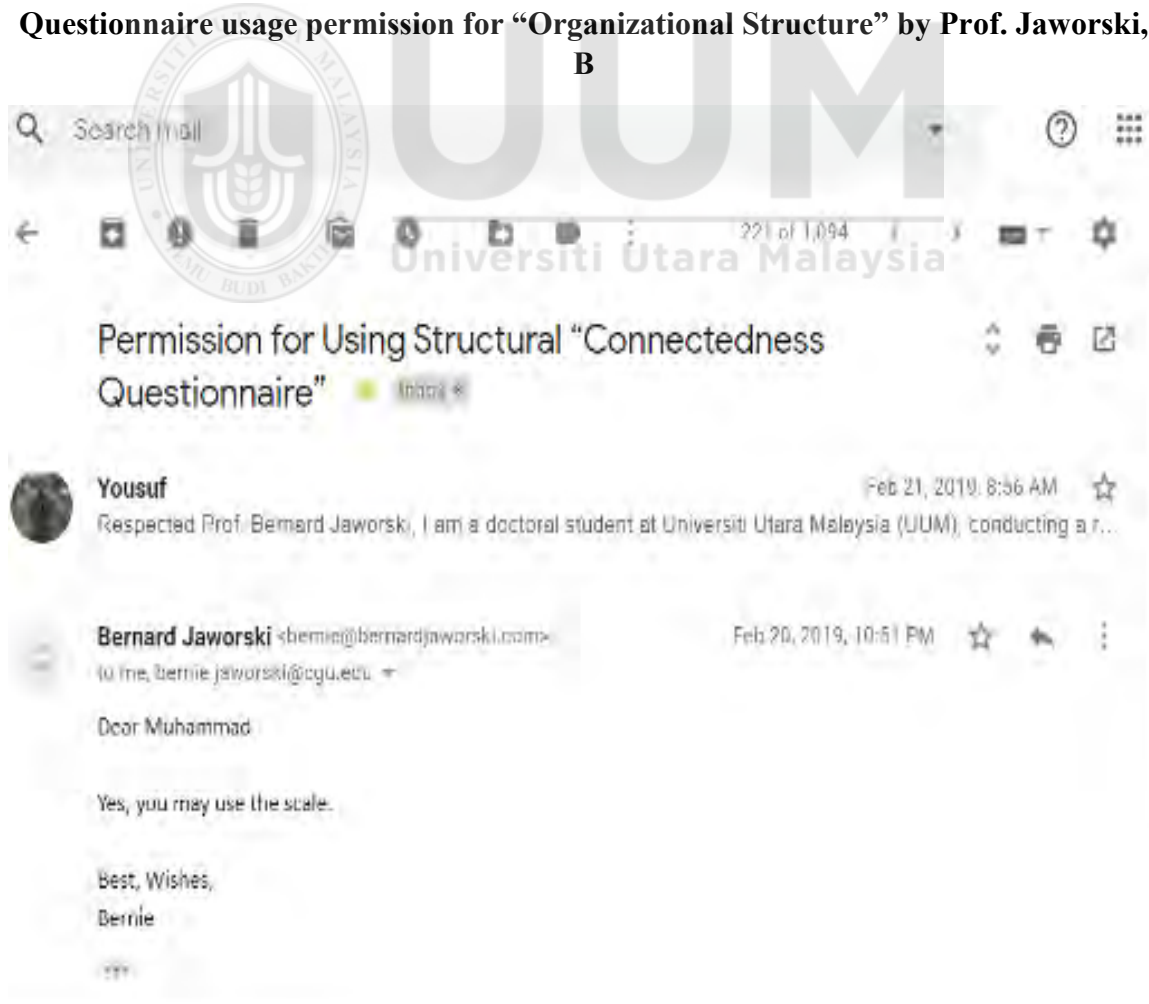
Questionnaire usage permission for “Ambidextrous Leadership” by Dr. Rosing, K.



Questionnaire usage permission for organizational Context by Prof. Birkinshaw, J.



Questionnaire usage permission for “Organizational Structure” by Prof. Jaworski, B



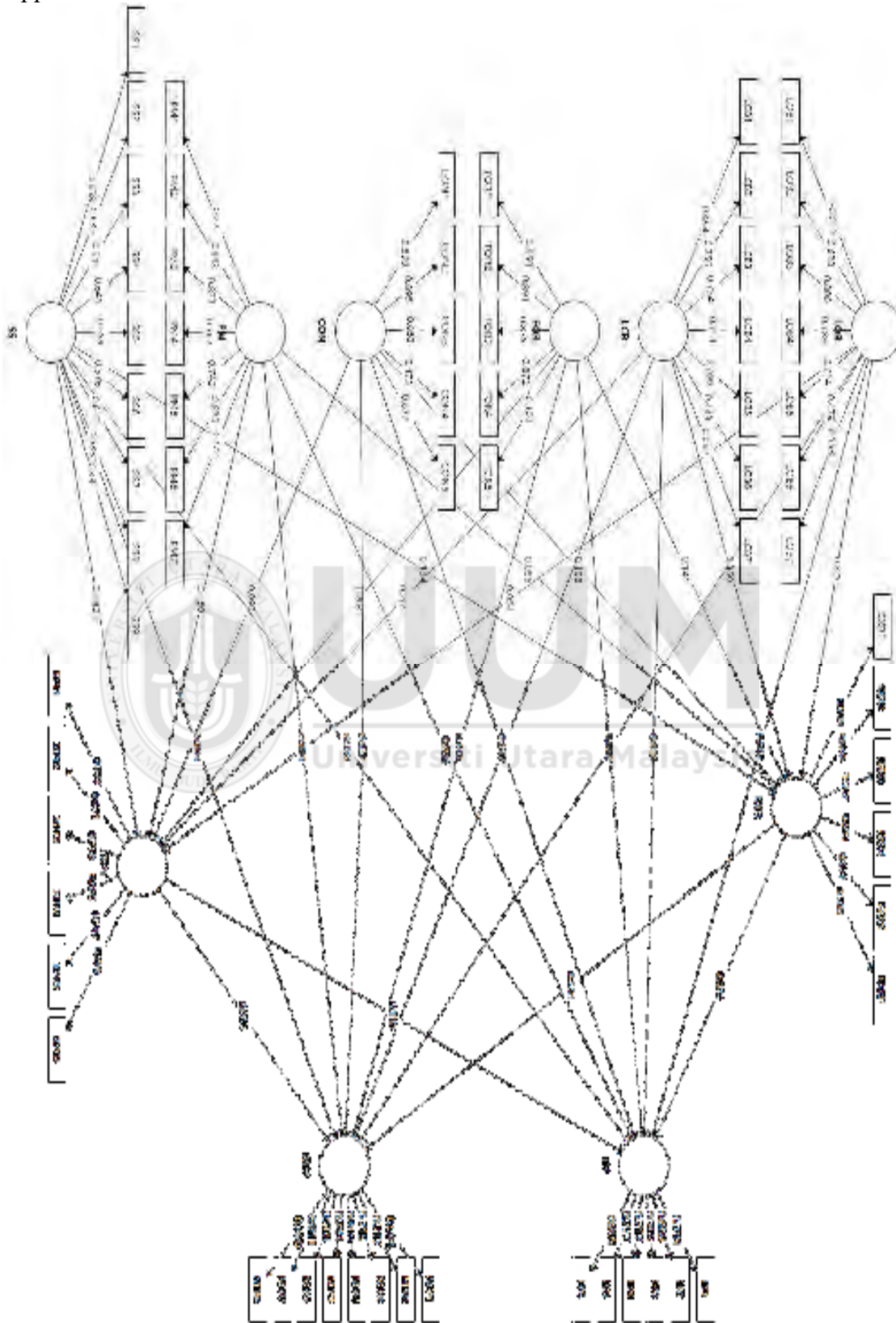
Appendix C 1 Questionnaire Comparison Statement

A Leadership		
	Original Items	Modified Items
1	Allowing different ways of accomplishing a task	The leadership in this company allows employees for different ways of accomplishing a task
2	Encouraging experimentation with different ideas	The leadership in this company encourages employees for experimentation with different ideas
3	Motivating to take risks	The leadership in this company motivates employees to take risks
4	Giving possibilities for independent thinking and acting	The leadership in this company gives possibilities to employees for independent thinking and acting
5	Giving room for own ideas	The leadership in this company gives employees opportunity for their own ideas to be implemented
6	Allowing errors	The leadership in this company allows job related errors and mistakes
7	Encouraging error learning	The leadership in this company encourages employees for learning from job related errors and mistakes
8	Monitoring and controlling goal attainment	The leadership in this company monitors and controls goal attainment of employees
9	Establishing routines	The leadership in this company establishes work routines
10	Taking corrective action	The leadership in this company takes corrective action on mistakes
11	Controlling adherence to rules	The leadership in this company controls adherence to rules
12	Paying attention to uniform task accomplishment	The leadership in this company pays attention to uniform task accomplishment
13	Sanctioning errors	The leadership in this company restricts mistakes
14	Sticking to plans	The leadership in this company sticks to plans for goals attainment
B Organizational Structure		
	Original Items	Modified Items
1	Whatever situation arises, written procedures are available for dealing with it.	Whatever situation arises, written procedures are available for dealing with it
2	Rules and procedures occupy a central place in the organizational unit.	Rules and procedures occupy a central place in this company
3	Written records are kept of everyone's performance.	Written records are kept of everyone's performance
4	Employees in our organizational unit are hardly checked for rule violations.*	Employees in this company are hardly checked for rule violations
5	Written job descriptions are formulated for positions at all level in the organizational unit	Written job-descriptions are formulated for positions at all levels in our company
6	There is ample opportunity for informal "hall talk" among individuals from different departments in this business unit.	In this company, there is ample opportunity for informal 'hall talk' among employees
7	In this business unit, employees from different departments feel comfortable calling each other when the need arises.	In this company, employees from different departments feel comfortable calling each other when the need arises
8	Managers here discourage employees from discussing work related matters with those who are not their immediate superiors or subordinates	Company discourage employees discussing work related matters with those who are not immediate superiors
9	People around here are quite accessible to those in other departments	Employees in this company are quite accessible to each other

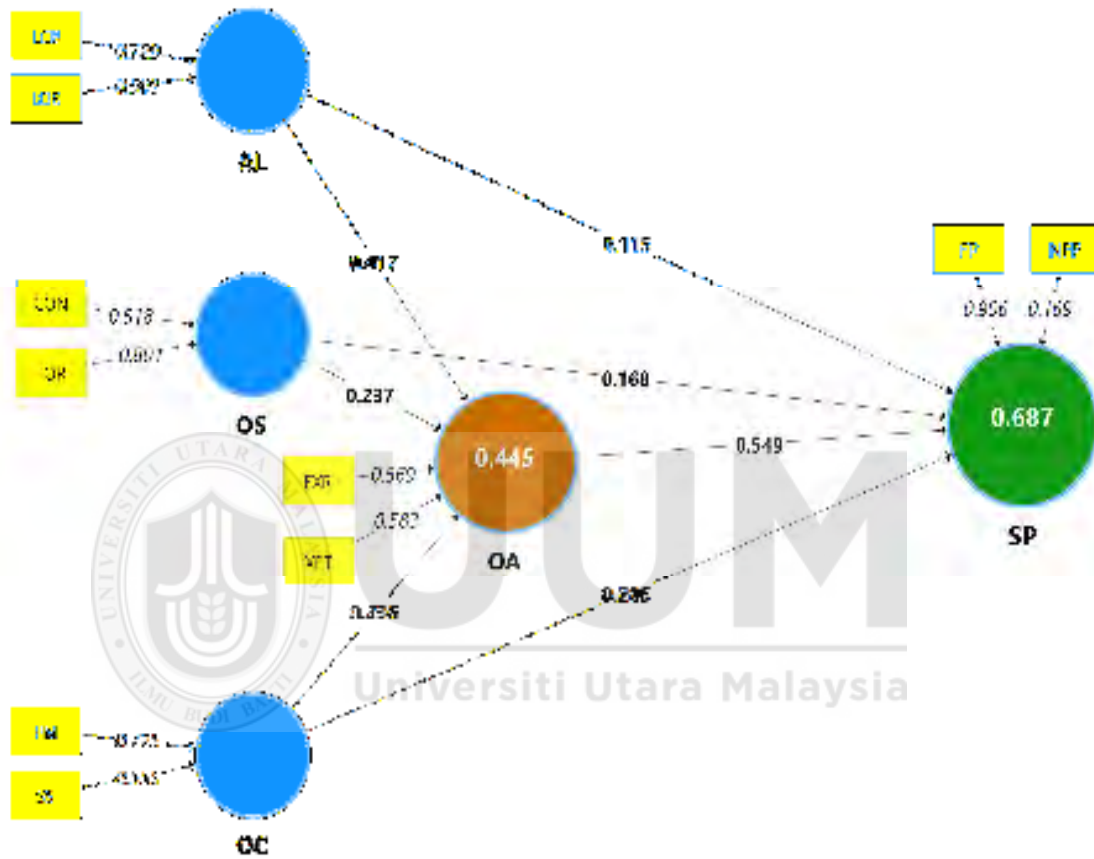
10	In this organizational unit, it is easy to talk with virtually anyone you need to, regardless of rank or position	In this company, it is easy to talk with virtually anyone needed to, regardless of rank or position
C	Organizational Context	
	Original Items	Modified Items
	<i>The extent to which systems encouraged people at their level</i>	
1	To set challenging/aggressive goals	My company's procedures and practices encourage employees to set challenging and demanding goals
2	Issue creative challenges to their people, instead of narrowly defining task	My company's procedures and practices encourage creative challenges to employees, instead of narrowly defining tasks
3	be more focused on getting their job done well than on getting promoted	My company's procedures and practices encourage employees to be more focused on getting their job done well than on getting promoted
4	make a point of stretching their people	My company's procedures and practices encourage employees to give their best results and voluntarily strive for more ambitious objectives
5	reward or punish based on rigorous measurement of business performance against goals	My company's procedures and practices reward or punish employees based on rigorous measurement of business performance against goals
6	hold people accountable for their performance	My company's procedures and practices hold employees accountable for their performance
7	use their appraisal feedback to improve their performance	My company's procedures and practices encourage employees to use their appraisal feedback to improve their performance
8	devote considerable effort to developing their subordinates	My company's procedures and practices devote considerable effort in developing employees at all levels
9	give everyone sufficient authority to do their jobs well	My company's procedures and practices give everyone sufficient authority to do their jobs well
10	push decisions down to the lowest appropriate level	My company's procedures and practices encourage pushing decisions down to the lowest appropriate level
11	give ready access to information that others need	My company's procedures and practices encourage employees to give ready access to information that others colleagues need
12	work hard to develop the capabilities needed to execute our overall strategy/ vision	My company's procedures and practices encourage employees to work hard to develop their capabilities needed to execute the company's overall strategy/ vision
13	base decisions on facts and analysis, not politics	My company's procedures and practices encourage employees to take decisions on facts and analysis, not on political base
14	treat failure (in a good effort) as a learning opportunity, not something to be ashamed of	My company's procedures and practices encourage employees to treat failure (in a good effort) as a learning opportunity, instead of embarrassment
15	are willing and able to take prudent risks	My company's procedures and practices encourages employees to be willing and able to take sensible risks
16	set realistic goals	My company's procedures and practices encourage employees to set realistic goals

D	Organizational Ambidexterity	
	Original Items	Modified Items
1	We frequently refine the provision of existing products and services	My company frequently refines the provision of existing products and services
2	We regularly implement small adaptations to existing products and services.	My company regularly implements small modifications to existing products and services.
3	We introduce improved, but existing products and services for our local market	My company introduces improved, but existing products and services for its local market
4	We improve our provision's efficiency of products and services.	My company improves supply efficiency of products and services.
5	We increase economies of scales in existing markets.	My company increases economies of scale in existing markets.
6	Our unit expands services for existing clients	My company expands products and services for existing clients
7	Lowering costs of internal processes is an important objective.	Lowering cost of internal processes is an important objective.
8	Our unit accepts demands that go beyond existing products and services	My company accepts demands that go beyond existing products and services
9	We invent new products and services.	My company invents new products and services
10	We experiment with new products and services in our local market.	My company experiments with new products and services in its local market
11	We commercialize products and services that are completely new to our unit	My company commercializes products and services that are completely new to the company
12	Our unit regularly uses new distribution channels	My company regularly uses new distribution channels
13	We regularly search for and approach new clients in new markets.	My company frequently utilize new opportunities in new markets
E	Sustainability Performance	
	Original Items	Modified Items
	<i>Compare your company's last three years' performance with your key competitors in the industry to each of the following performance criteria</i>	<i>Compare your company's last three years' performance with your key competitors in the industry to each of the following performance criteria</i>
1	Overall sales level	Overall sales level
2	Sales growth rate	Sales growth rate
3	Market share	Market share
4	Growth in market share	Growth in market share
5	Net profit	Net profit
6	Cash flow	Cash flow
7	Return on investment	Return on investment
8	Ability to fund business growth from profits	Ability to fund business growth from profits
9	This business unit does a good job of satisfying our customers	Customer satisfaction
10	Competitive capacity	Competitive capacity
11	Market reputation	Market reputation
12	People at my level are satisfied with the level of business performance	Employees satisfaction with organizational performance
13	This business unit is achieving its full potential	Company utilizing its full potential
14	This business unit gives me the opportunity and encouragement to do the best work I am capable of	Maximizing employees full capabilities

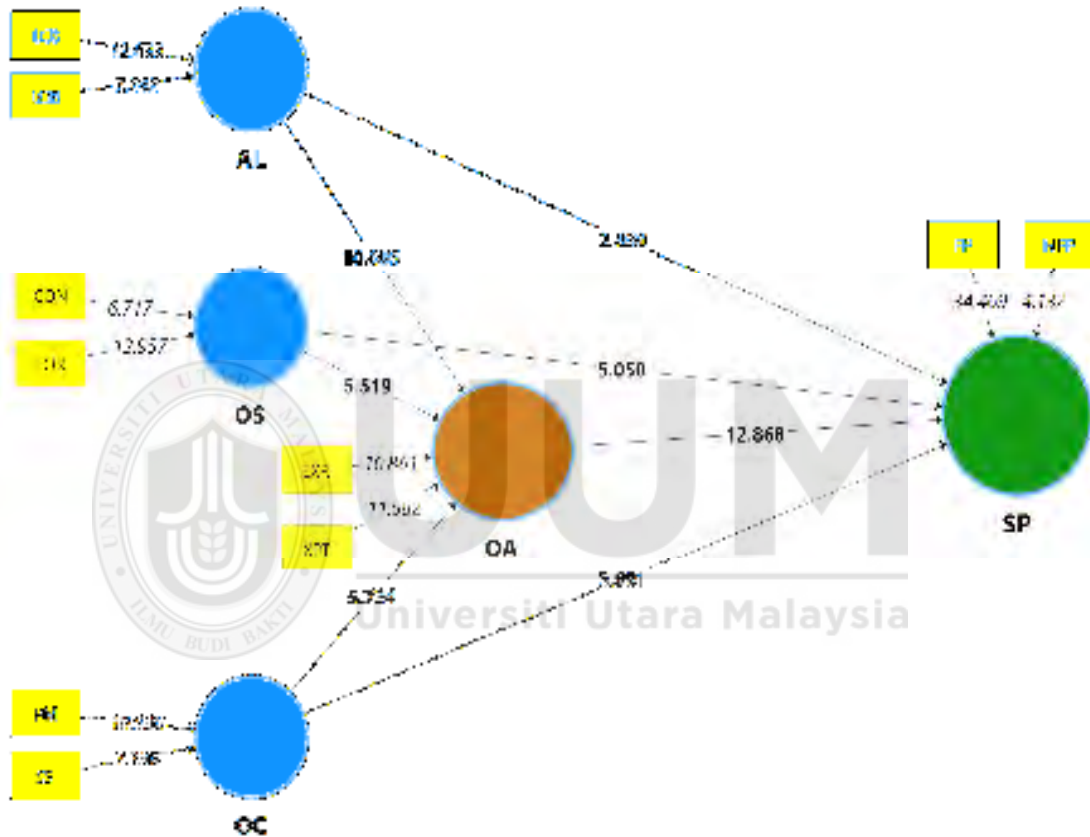
Appendix D 1 First-order Reflective Measurement Model



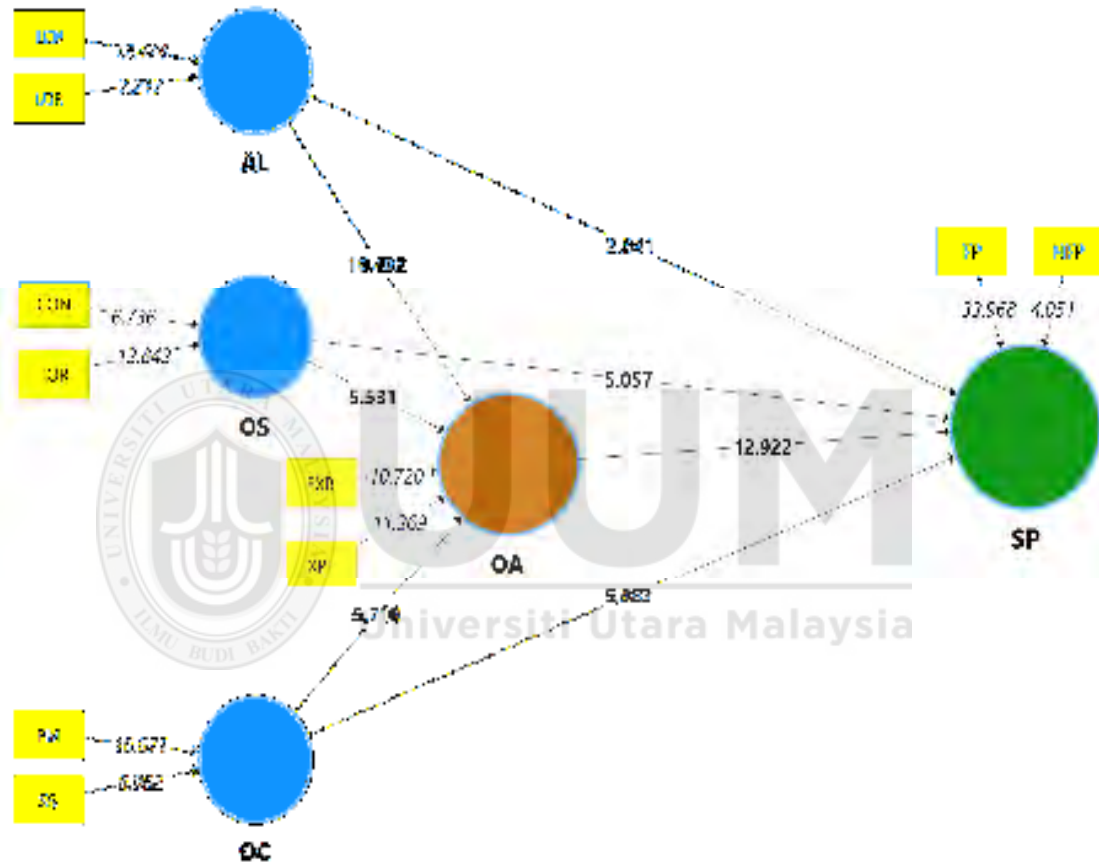
Appendix F 1 Second-Order, Two-Stage Approach Formative Measurement Model



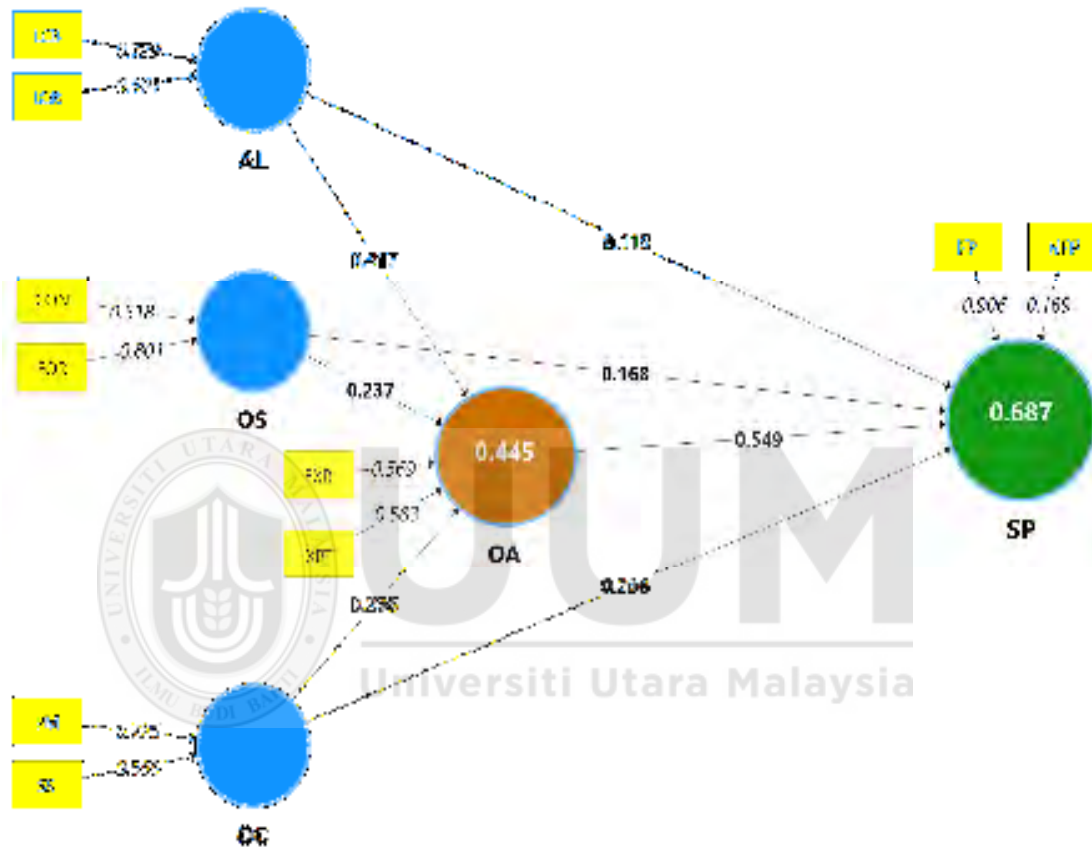
Appendix G 1 PLS Structural Model Path Coefficient and p-Value Measurement Model



Appendix H 1 PLS Structural Model Path Coefficient Bootstrapping Results



Appendix I | Variance Explained



Appendix J 1 A letter of Recommendation from Islamabad Chamber of Commerce and Industries (ICCI)for data collection



Ahmed Hassan Moughal
President

Ref.No.332/19/1267
March 14, 2019

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Ahsan-e-Sanaat-e-Tajir Road, Market Area
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Islamabad Chamber of Commerce & Industry
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E-mail: icci@icci.net.pk, info@icci.com.pk
Commerce & Industry
Website: president@icci.com.pk www.icci.com.pk

TO WHOM IT MAY CONCERN

I feel pleased to mention that Mr. Muhammad Yousuf Khan is a doctoral student in University Utara Malaysia, conducting research entitled "Influence of Organizational Ambidextrous Capabilities on Sustainability Performance of Small and Medium - Sized Enterprises in Pakistan" to fulfill the requirements of his PhD Degree.

Universiti Utara Malaysia

In this regards, Mr. Muhammad Yousuf Khan needs your cooperation in participating in survey to successfully complete his research work. He has assured that all the information/data gathered through survey questionnaire will be strictly used for academic purpose. However, only executive summary of the overall findings will be made available upon request for improving the overall business operations.

Your cooperation and assistance in the regard will be highly appreciated.

Ahmed Hassan Moughal