

# Exploring Unexplored Dimensions of Organizational Ambidexterity in the Hotel Industry: Systematic Literature Review, Synthesis and Research Agenda

Balkrishan\*, Bhawana Bhardwaj\*\*, Dipanker Sharma\*\*\*, Mohinder Chand Dhiman\*\*\*\*

**Abstract** *The current study aims to review the existing literature on Organizational Ambidexterity (OA), specifically in the context of the hotel industry. This review synthesizes the literature on OA in the hotel industry using the TCCM (Theory, Context, Characteristics, and Methodology) framework and SPAR-4-SLR (Scientific Procedure and Rationale for Systematic Literature Review) protocols. Thirty research papers have been reviewed using Scopus and Google Scholar databases in a time frame of 2014-2023. The results indicate that most of the research had a quantitative focus toward research conducted in developing countries like Spain, Taiwan, and Italy. Moreover, OA scholars predominantly used resource-based theory in the context of the hotel sector. There is a void of research in developing countries seeking mixed and qualitative approach. The present study provide a conceptual framework for future research focusing theoretical development, characteristics, contexts, and Methodological dimensions.*

**Keywords:** *Organizational Ambidexterity (OA), Exploration and Exploitation, Hospitality Industry, Hotel Industry, SPAR-4-SLR, Systematic Literature Review, HRM Research in Hotel Industry*

## INTRODUCTION

The hotel industry is the fastest-growing business sector due to its constant ability to face the challenges of globalization and customization (Tang, 2014; Bhardwaj et al., 2023a). Maintaining customer loyalty and captivating the potential customer (Chand, 2008) has always been the critical agenda of every hotelier. COVID-19 has made it essential to be ready to implement changes promptly and promote creativity (Sharma et al., 2022; Bhardwaj et al., 2023c). Moreover, to meet the rapid changes in innovation and customer demands, the hotel sector must curate novel services (Exploratory Innovation) and enhance the current

services standards (Exploitative Innovation) (Martinez-Ros & Orfila-Sintes, 2009). Hence, to overcome the issues of ambivalence, Organizational Ambidexterity fulfils the void and tries to comprehend the exploration and exploitation dilemmas without any discrimination.

Organizational Ambidexterity (OA) represents an organization's ability to balance and thrive in two important activities or approaches i.e., exploration and ability to utilize existing resources (exploitation). Thus, it is the organizational ability to exploit existing resources optimally and search for novel innovation for exploration. The effort of an organization to balance exploitation and exploration is termed Organizational Ambidexterity (Gupta et al., 2006;

\* School of Commerce and Management Studies, Central University of Himachal Pradesh, India.  
Email: balkrishanpatarwal03@gmail.com

\*\* School of Commerce and Management Studies, Central University of Himachal Pradesh, India.  
Email: bhawnacuhp@gmail.com (Corresponding author)

\*\*\* Professor, Central University of Himachal Pradesh, India. Email: dipankersharm@gmail.com

\*\*\*\* Department of Tourism and Hotel Management, Kurukshetra University, Haryana, India.  
Email: mohinderchand@rediffmail.com

Auh & Menguc, 2005). The constant confusion between the trade-offs as to which one to choose for survival and growth remains a question of interest, so organizations must excel in their expertise in multitasking exploration and exploitation innovation (Adler et al., 1999; Tushman & O'Reilly, 1996). The disbalance in any of these can lead to success or failure traps (Gupta et al., 2006).

To achieve ambidexterity concurrently, OA literature has provided the three dimensions- Sequential, Structural and Contextual Ambidexterity (Úbeda-García, 2020). Sequential Ambidexterity is addressed by a temporal oscillation between exploration and exploitation, attempting one problem at a time (Turner, 2013). Structural Ambidexterity involves establishing two separate subunits or departments, simultaneously targeting two different discrepant goals (Tushman & O'Reilly, 1996). Contextual Ambidexterity refers to undertaking the dual paradoxes without segregating into subunits preponderant at an individual level (Gibson & Birkinshaw, 2004).

The studies of OA in the hotel context took its leap in 2014. Úbeda-García has significantly contributed to the OA domain and the hotel sector context. Extant studies have addressed the High-Performance Work System (HPWS), leadership, service innovation, service quality, and hotel performance as a core area of interest (Khairy et al., 2023; Pertusa-Ortega et al., 2022; Adiza & Diete-Spiff, 2020; Fan et al., 2018; Tsai, 2017; Úbeda-García et al., 2016). However, the hotel industry caters to the dynamic needs of customers and changing business dynamics, hence a comprehensive literature review is desired in OA domain. There is a systematic review to identify variables affecting OA in hotel industry along with the contextual and methodological advancement desirable in this domain. Hence, to advance literature in this domain the present study has been undertaken.

The current review deals with synthesizing and analyzing OA literature in the hotel industry. Further, reviews concerning OA in a hotel context are scant and require researcher attention. To suffice this gap, we operationalized the protocol of scientific procedures and rationale for systematic literature review (SPAR-4-SLR) and Theories, Characteristics, Contexts, and Methods (TCCM) framework (Paul et al., 2021; Paul & Rosado-Serrano, 2019). The systematic search criteria employed in earlier classic reviews served as the foundation for the research methods used in this study (Rosado-Serrano et al., 2019; Paul et al., 2017). Our systemic review attempted to address the following research question:

RQ-1: What are the theoretical background and publication characteristics supporting OA in the hotel sector?

RQ-2: How do academic contexts inform us about OA in the hotel context?

RQ-3: What are the future avenues for OA research about the hotel industry?

Hence, this review presents a comprehensive knowledge of the emerging field of organizational ambidexterity in the hotel industry. This review contributes to the body of organizational ambidexterity literature in the following ways. First, it provides theoretical support existing in the literature. Second, it identifies the methodologies, statistical tools, antecedents, mediators, moderators, and output variables examined in organizational ambidexterity. Finally, it outlines research goals and the future research agenda, followed by practical research implications and a conclusion.

## METHODOLOGY

A systematic literature review is a systematic process of accumulating the literature on the research topic (Paul et al., 2021; Tranfield et al., 2003; Bhardwaj & Sharma, 2022). The present review has used the TCCM (Theory, Context, Characteristics, and Methodology) framework and SPAR-4-SLR (Scientific Procedure and Rationale for Systematic Literature Review) protocols to solidify the current review article (Paul et al., 2021; Paul & Rosado-Serrano, 2019).

## Assembling

In the sub-stage of assembling, identification caters to the OA domain in the hotel industry. The research questions were addressed, and the source type is an empirical and conceptual paper. The acquisition stage figure the search databases utilized for the current review. Scopus and Google Scholar were utilized due to the comprehensive coverage of the research articles (Baas et al., 2020; Delgado Lopez-Cozar et al., 2019).

The search period is from 2014 to 2023, as the first research article in the context of the hotel industry came in 2014 (Tang, 2014). The choice of keywords was guided by the pioneering studies of earlier scholars (March, 1991; Duncan, 1976) plus the research articles published in the hotel industry context. Hence, among the keywords in the search string included “*organizational ambidexterity*”, “*ambidextrous organization*”, “*exploitation and exploration*”, “*hotel sector*” and “*hotel industry*” in the title, abstract, and keywords section of the articles in both databases.

In Scopus, a filtration mechanism was applied to get the refined outcome. Business, management, and accounting were used in the subject area; likewise in document type, only articles in the final publication stage were considered. A total of 200 articles were retrieved from the Scopus database. Additionally, to ensure the inclusion of relevant articles 140 additional articles were retrieved from Google Scholar.

To ensure quality only peer review articles were taken into consideration. Thus, a total of 340 articles containing information regarding organizational ambidexterity in hotel industry in the title, abstract, and keyword were finalized for initial review. Furthermore, the following inclusion criterion for final review:

- The research focused on OA's antecedents, mediators, and moderators in the hotel sector.
- The research focused on the effect/outcomes of OA's in the hotel sector.

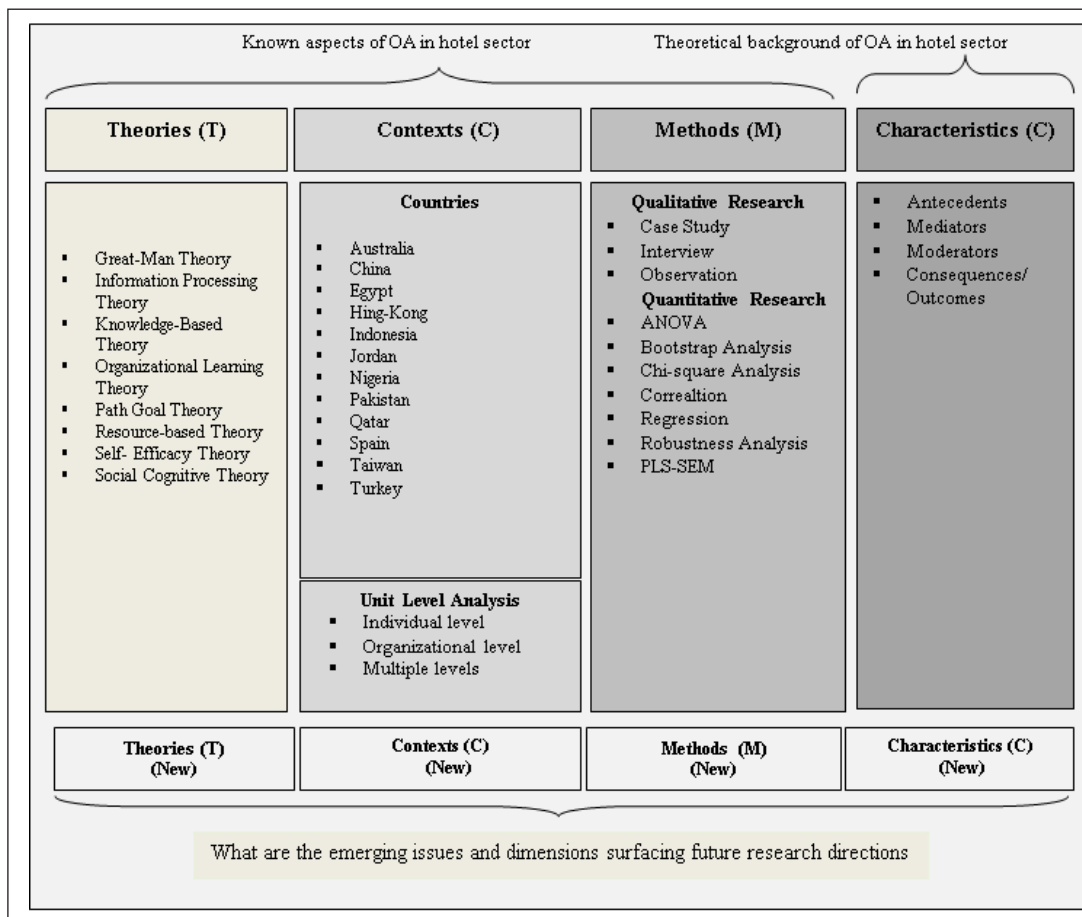
## Arranging

Arranging and organizing the articles was done to remove duplicates. A Theory, Context, Characteristics and Methodology (TCCM) framework was employed for organizing and synthesizing the literature review (Paul & Rosado-Serrano, 2019). Meanwhile, the purification stage further refined the relevant articles retrieved from both databases. The duplicate entries were omitted, and the final

of 60 articles were selected for full text reading. After reading these selected papers, 30 articles were excluded keeping in mind the inclusion criteria. Thus, a total of 30 articles were considered for final review.

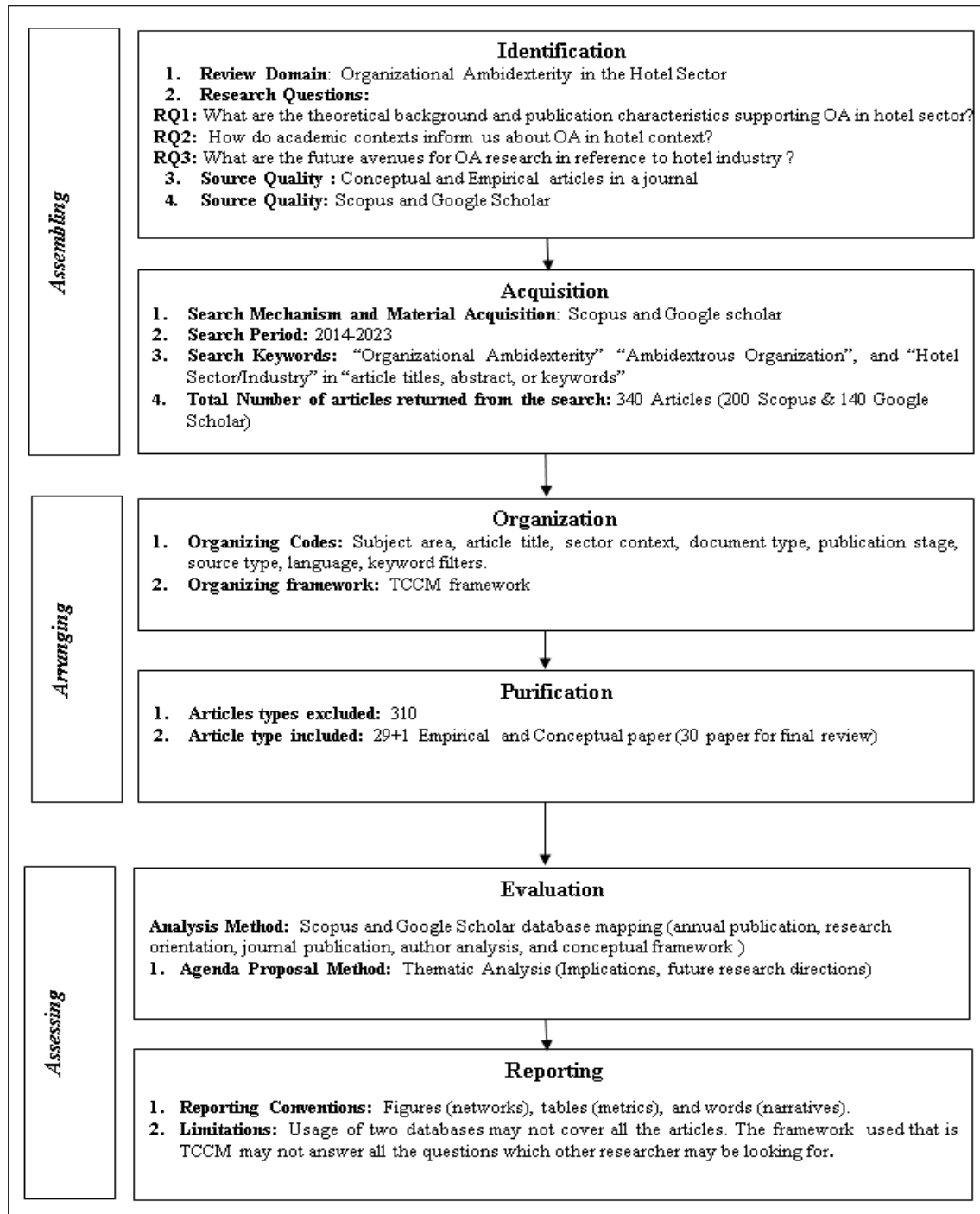
## Assessing

Finally, in the assessment stage, articles are evaluated as per the guidelines of the TCCM framework (Paul et al., 2021). Meanwhile, a research agenda is proposed through a gap and thematic analysis. Reporting of the literature resulted in synthesis of theories used in OA, contexts (unit of analysis and countries), characteristics (yearly publications, journal titles, publishers, citations, antecedents, mediators, moderators, consequences), and methods (qualitative methods, quantitative methods). The systematic search criteria employed in past reviews guided the research methods operationalized in this study (Paul et al., 2017; Lim et al., 2021). Fig. 1 below illustrates the TCCM framework developed for this specific study. Similarly, Fig. 2 highlights the methodology adopted for current study.



Source: Developed by the authors.

Fig. 1: TCCM Framework of OA in the Hotel Sector



Source: Developed by the authors based on SPAR-4-SLR.

**Fig. 2: Systematic Review Procedure using SPAR-4-SLR Protocol**

## RESULTS AND INTERPRETATIONS

Thirty review articles were retrieved for the current review. The following section will brief the *RQ-1* in the form of

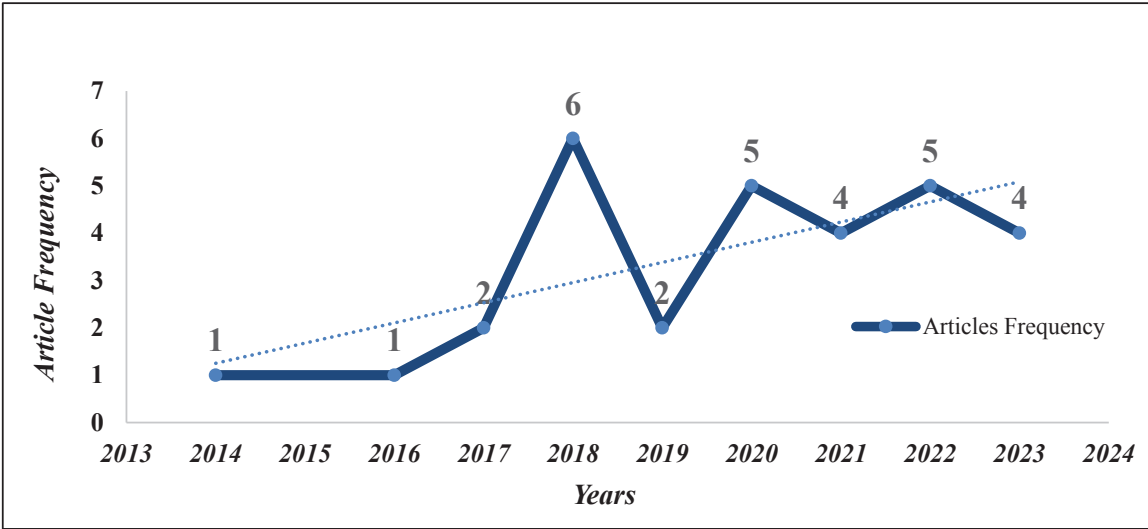
annual publication trends, research orientation, journal publications, author analysis, and conceptual framework employed by the varied scholars.

**Theoretical Background and Publication Characteristics OA Studies in the Hotel Sector**

**Annual Publication Trend**

Fig. 3 reveals the research orientation of OA in the hotel industry from 2014 to 2023. The applicability of the OA studies in the hotel industry started late, as the pioneer study

was conducted in 2014. There is fluctuation in the trend line; most of the studies were undertaken in the year 2018 (20% studies) (Úbeda-García et al., 2018a; Wang et al., 2018). Considering the extent of OA research in the hotel industry, the trend line is rising upward after 2020. This trend gives an indication of a scope of growth of OA in hotel sector. This indicates that in future various dimension of OA can be undertaken for studies in hotel industry.



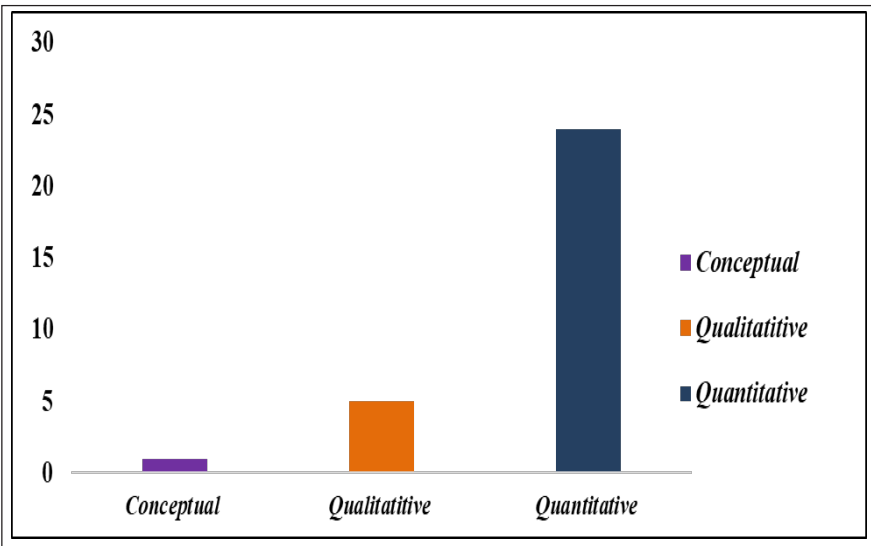
Source: Author's elaboration.

**Fig. 3: Annual Publication Trend**

**Research Orientation**

Fig. 4 depicts the research orientation of this systematic review. 99% of the studies were empirical, 86% being quantitative and the rest, 14% having a qualitative approach.

Only a single research article contributed to the conceptual orientation of research. On this basis, it can be suggested that there is a scope for mixed approach and qualitative studies in the area of OA in hotel industry.



Source: Author's elaboration

**Fig. 4: Research Orientation**



## Journal Publications

Table 1 presents the articles taken into consideration for final review. The table compiles and synthesises the articles information and their publication outlet. The key positioning of each article is also presented to understand the various dimensions of OA explored in the field of hotel industry. Table 2 highlights the major journal as a publication platform for OA studies in hotel Industry. Research on organizational ambidexterity has been published in reputed journals such as the International Journal of Hospitality Management, Personnel Review, Cornell Hospitality Quarterly and various leading journals of the Hospitality and tourism sector. Table

2 below disseminates the information related to the different journals relevant to the field of OA in the hotel industry. *The International Journal of Contemporary Hospitality Management* and *Journal of Business Research* (3 Studies) remain in the top rank in broadcasting information regarding OA in the hotel industry. Whereas, *Business Process Management Journal*, *International Journal of Hospitality Management*, and *Sustainability* have similar studies in OA as per the hotel sector. Furthermore, due to the sector-specific filtration, the current review included the journal having a single occurrence (Úbeda-García et al., 2019; Al-Barakat et al., 2023).

**Table 1: Research Articles on OA in the Hotel Sector Included for SLR**

| Sr. No. | Author and Year             | Journal                                                      | Title                                                                                                                                                            | Key Positioning                                                                                                                     |
|---------|-----------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Tang (2014)                 | International Journal of Hospitality Management              | Becoming an ambidextrous hotel: The role of customer orientation.                                                                                                | Association between customer orientation and market performance through the mediation effect of service innovation and improvement. |
| 2       | Úbeda-García et al. (2016)  | Cornell Hospitality Quarterly                                | Toward Organizational Ambidexterity in the Hotel Industry: The Role of Human Resources.                                                                          | OA has a positive impact on the organizational performance and HPWS.                                                                |
| 3       | Úbeda-García et al. (2017)  | Personnel Review                                             | Human resource flexibility and performance in the hotel industry: The role of organizational Ambidexterity.                                                      | HR flexibility helps in the attainment of performance if mediated by OA.                                                            |
| 4       | Tsai (2017)                 | Current Issues in Tourism                                    | Driving holistic innovation to heighten hotel customer loyalty.                                                                                                  | Ambidextrous innovation burgeons the hotel's customer loyalty.                                                                      |
| 5       | Fan et al. (2018)           | Computers in Human Behaviour                                 | How does (im) balanced acceptance of robots between customers and frontline employees affect hotels' service quality?                                            | Employee task ambidexterity combined with robotic acceptance help in fostering service quality.                                     |
| 6       | Ferraris et al. (2018)      | Business Process Management Journal                          | Ambidextrous IT capabilities and business process performance: an empirical analysis.                                                                            | Business performance results from ambidextrous business process IT capabilities moderated by BPM capability.                        |
| 7       | Del Giudice et al. (2018)   | Business Process Management Journal                          | Emerging perspectives on business process management (BPM): IT-based processes and ambidextrous organizations, theory, and practice.                             | BPM drives innovation and improved decision-making in an ambidextrous organization.                                                 |
| 8       | Úbeda-García et al. (2018a) | International Journal of Contemporary Hospitality Management | Continuous innovation in the hotel industry: The development of organizational ambidexterity through human capital and organizational culture in Spanish hotels. | OA and ambidextrous organizational culture mediate HPWS and performance.                                                            |
| 9       | Úbeda-García et al. (2018b) | Journal of Business Research                                 | High-performance work system and performance: Opening the black box through the organizational ambidexterity and human resource flexibility.                     | HPWS and Performance can be achieved if HRF and OA are in a mediating position.                                                     |

| Sr. No. | Author and Year                         | Journal                                                               | Title                                                                                                                                                                                 | Key Positioning                                                                                                                                                                                    |
|---------|-----------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10      | Wang et al. (2018)                      | International Journal of Contemporary Hospitality Management          | Art-oriented model of hotel service innovation.                                                                                                                                       | Artistic innovation of the employees fosters service innovation.                                                                                                                                   |
| 11      | Úbeda-García et al. (2019)              | Employee Relations: The International Journal                         | Organizational success, human resources practices, and exploration-exploitation learning.                                                                                             | HR practices are related to ambidextrous learning and further impact organizational performance.                                                                                                   |
| 12      | Boronat-Navarro & Gracia-Joerger (2019) | Sustainability                                                        | Ambidexterity, Alliances, And Environmental Management System Adoption in Spanish Hotels.                                                                                             | Ambidexterity positively mediates hotel participation in alliances and their consequent environmental performance.                                                                                 |
| 13      | Wirtz (2020)                            | Organizational Dynamics                                               | Organizational Ambidexterity: Cost-Effective Service Excellence, Service Robots, and Artificial Intelligence.                                                                         | Organizational Ambidexterity as an arena can apply to varied sectors and can amplify variables such as AI, service excellence, and cost-effectiveness.                                             |
| 14      | Adiza & Diete-Spiff (2020)              | International Journal of Social Sciences and Management Research      | Leadership Ambidexterity and Employee Normative Commitment of Hotels in Bayelsa State, Nigeria.                                                                                       | Ambidextrous leadership is a key through which employee performance and commitment can be stimulated.                                                                                              |
| 15      | Ali et al. (2020)                       | Pakistan Journal of Commerce and Social Sciences                      | Strategic Renewal of the Hotel Industry in Developing Countries through Human Capital Development, Ambidextrous Learning, and Dynamic Capabilities.                                   | Human capital leads to strategic renewable if moderated by dynamic capabilities and mediated by ambidextrous learning                                                                              |
| 16      | Ghantous & Alnawas (2020)               | Journal of Retailing and Consumer Services                            | The differential and synergistic effects of market orientation and entrepreneurial orientation on hotel ambidexterity.                                                                | Market and Entrepreneurial orientation are an antecedent of ambidextrous innovation and leads to organizational performance.                                                                       |
| 17      | Úbeda-García et al. (2020)              | Journal of Business Research                                          | Toward a dynamic construction of organizational ambidexterity Exploring the synergies between structural differentiation, organizational context, and inter-organizational relations. | Organizational Ambidexterity engenders performance but apart from that there is an association between the organizational context, structural differentiation, and inter-organizational relations. |
| 18      | Úbeda-García et al. (2021)              | International Journal of Contemporary Hospitality Management          | The impact of knowledge management on the internationalization, organizational ambidexterity, and performance of Spanish hotel chains.                                                | Examines the relationship between knowledge management degrees of internationalization, organizational ambidexterity, and performance.                                                             |
| 19      | Öberg & Kollberg (2021)                 | Journal of Hospitality and Tourism Insights                           | Can you balance the gaps? Ambidexterity in service firms.                                                                                                                             | Ambidexterity is significant in bridging the organizational gaps.                                                                                                                                  |
| 20      | Gürlek (2021)                           | Journal of hospitality marketing & management                         | Effects of high-performance work systems (HPWSs) on intellectual capital, organizational ambidexterity and knowledge absorptive capacity: evidence from the hotel industry.           | HPWS positively impacts the OA, knowledge absorptive capacity, and intellectual capital.                                                                                                           |
| 21      | Gardiner (2021)                         | Journal of China Tourism Research                                     | Chinese Learn to Surf: Learning Ambidexterity and Tourism Experience Innovation.                                                                                                      | Ambidextrous learning is a gateway to growth and innovation in China's tourism and hospitality.                                                                                                    |
| 22      | Abotaleb & Elnagar (2022)               | Journal of the Faculty of Tourism and Hotels-University of Sadat City | Linking between high-performance work practices (HPWPs) and organizational ambidexterity: An Empirical Study.                                                                         | HPWS is positively related to OA.                                                                                                                                                                  |

| Sr. No. | Author and Year              | Journal                                                                             | Title                                                                                                                                                                  | Key Positioning                                                                                                                                                      |
|---------|------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23      | Úbeda-García (2022)          | Corporate Social Responsibility and Environmental Management                        | Green ambidexterity and environmental performance: The role of green human resources.                                                                                  | Environmental performance is an antecedent of green high-performance work systems, which is mediated by green ambidexterity.                                         |
| 24      | Pertusa-Ortega et al. (2022) | International Journal of Hospitality Management                                     | Developing Ambidexterity through quality management and its effects on performance.                                                                                    | Quality management practices of the hotel industry burgeon the balance of ambidexterity and performance.                                                             |
| 25      | Marco-Lajara et al. (2022)   | Journal of Business Research                                                        | Agglomeration, social capital, and inter-organizational Ambidexterity in tourist districts.                                                                            | Investigated the paradox of ambidexterity in the context of tourism in the districts of Spain.                                                                       |
| 26      | De la Lastra et al. (2022)   | Journal of Hospitality and Tourism Management                                       | Developing the ambidextrous organization. The role of intellectual capital in building ambidexterity: An exploratory study in the haute cuisine sector.                | Intellectual capital fosters the OA.                                                                                                                                 |
| 27      | Khairy et al. (2023)         | Sustainability                                                                      | The Effect of Transactional Leadership on Organizational Agility in Tourism and Hospitality Businesses: The Mediating Roles of Organizational Trust and Ambidexterity. | SMART goals should be devised by the leaders so that organizational agility is attained with the mediation of organizational Ambidexterity and organizational trust. |
| 28      | Yassiva et al. (2023)        | Journal of Asia Business Studies                                                    | Domain-based ambidexterity for managing a dual business model in the hospitality industry in the midst of the COVID-19 pandemic: an exploratory study.                 | Structural ambidexterity is the best way to look after the two businesses simultaneously.                                                                            |
| 29      | Al-Barakat et al. (2023)     | The Effect of Information Technology on Business and Marketing Intelligence Systems | The Impact of Strategic Orientation on Organizational Ambidexterity at the Hotel Sector in Jordan.                                                                     | Sound strategic plans and orientation leads to ambidexterity.                                                                                                        |
| 30      | Lin & Cheung (2023)          | Review of Managerial Science                                                        | Developing learning ambidexterity and job performance: training and educational implications across the cultural divide.                                               | An equal consideration should be given to pursuits of ambidexterity to attain job performance.                                                                       |

Source: Compiled by authors.

**Table 2: Journals Exhibiting OA Literature in the Hotel Sector**

| Journal                                                      | Frequency of Articles | References                                                                          |
|--------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------|
| International Journal of Contemporary Hospitality Management | 3                     | Úbeda-García et al. (2023), Úbeda-García et al. (2018a), Wang et al. (2018)         |
| Journal of Business Research                                 | 3                     | Marco-Lajara et al. (2022), Úbeda-García et al. (2020), Úbeda-García et al. (2018b) |
| Business Process Management Journal                          | 2                     | Ferraris et al. (2018), Del Giudice et al. (2018)                                   |
| International Journal of Hospitality Management              | 2                     | Pertusa-Ortega et al. (2022), Tang (2014)                                           |
| Sustainability                                               | 2                     | Khairy et al. (2023), Boronat-Navarro and Gracia-Joerger (2019)                     |
| Computers in Human Behaviour                                 | 1                     | Fan et al. (2018)                                                                   |
| Cornell Hospitality Quarterly                                | 1                     | Úbeda-García et al. (2016)                                                          |
| Corporate Social Responsibility and Environmental Management | 1                     | Úbeda-García (2022)                                                                 |
| Current Issues in Tourism                                    | 1                     | Tsai (2017)                                                                         |
| Employee Relations: The International Journal                | 1                     | Úbeda-García et al. (2019)                                                          |



| Journal                                                                             | Frequency of Articles | References                   |
|-------------------------------------------------------------------------------------|-----------------------|------------------------------|
| International Journal of Social Sciences and Management Research                    | 1                     | Adiza and Diete-Spiff (2020) |
| Journal of Asia Business Studies                                                    | 1                     | Yassiva et al. (2023)        |
| Journal of China Tourism Research                                                   | 1                     | Gardiner (2021)              |
| Journal of Hospitality and Tourism Insights                                         | 1                     | Öberg & Kollberg (2021)      |
| Journal of Hospitality and Tourism Management                                       | 1                     | De la Lastra et al. (2022)   |
| Journal of hospitality marketing & management                                       | 1                     | Gürlek (2021)                |
| Journal of Retailing and Consumer Services                                          | 1                     | Ghantous & Alnawas (2020)    |
| Journal of the Faculty of Tourism and Hotels-University of Sadat City               | 1                     | Abotaleb & Elnagar 2022)     |
| Organizational Dynamics                                                             | 1                     | Wirtz (2020)                 |
| Pakistan Journal of Commerce and Social Sciences                                    | 1                     | Ali et al. (2020)            |
| Personnel Review                                                                    | 1                     | Úbeda-García et al. (2017)   |
| Review of Managerial Science                                                        | 1                     | Lin & Cheung (2023)          |
| The Effect of Information Technology on Business and Marketing Intelligence Systems | 1                     | Al-Barakat et al. (2023)     |

## Authors' Analysis

Úbeda-García and her associates have the highest number of publications on the OA field in the hotel industry. Their work focused on human resources, high-performance work systems (HPWS), organizational ambidexterity, and performance (Úbeda-García et al., 2016; Úbeda-García et al., 2018; Úbeda-García, 2022). Apart from them, other authors contributed to their field of Ambidexterity in the hotel sector and worked on constructs like holistic innovation, leadership ambidexterity, and IT capabilities (Khairy et al., 2023; Adiza et al., 2020; Ferraris et al. 2018; Tsai, 2017).

## Widely Used Constructs

This section synthesizes the antecedents, mediators, moderators, and outcomes of organizational ambidexterity accumulated from the past literature and proposes a conceptual framework.

### Antecedents

Fig. 5 displays the frequently used antecedent for exploring the varied dimensions of OA in hotel industry. Among these, organizational (33% studies), HR (30% studies), and IT & Innovation (17% studies) factors are the top three enablers of the OA domain in the hotel sector. Collaborative interactions (Öberg & Kollberg, 2021), entrepreneurial & market orientation (Ghantous & Alnawas, 2020), intellectual capital (De la Lastra et al., 2022), knowledge management (Úbeda-García et al., 2023), organizational context (Úbeda-García et al., 2020), participation alliances (Boronat-Navarro & Gracia-Joerger, 2019), quality management (Pertusa-Ortega et al., 2022), strategic orientation (Al-Barakat et al., 2023), value creation (Tsai, 2017) and cost-effectiveness (Wirtz,

2020) are mainly studied variables under the category of organizational factors. Similarly, agglomeration (Marco-Lajara et al., 2022), HPWS (Abotaleb & Elnagar, 2022; Gürlek, 2021; Úbeda-García et al., 2018a; Úbeda-García et al., 2018b; Úbeda-García et al., 2016), human capital development (Ali et al., 2020), HR practices (Úbeda-García et al., 2019) and flexibility (Úbeda-García et al., 2017) are the significant indicator of HR factors. Finally, the innovation and IT factors have prominence in the domain with factors like customer/employee acceptance of robots (Fan et al., 2018), ambidextrous innovation (Wang et al., 2018), business innovation (Yassiva et al., 2023), business process information technology capabilities (Ferraris et al. 2018), and IT-based business performance (Del Giudice et al., 2018). Apart from that leadership (Lin & Cheung, 2023; Khairy et al., 2023; Adiza & Diete-Spiff, 2020), performance (Úbeda-García, 2022), and personal factors (Tang, 2014) also contributed toward the domain and context as an antecedent.

### Mediators

The majority of the studies have used innovation and organizational factors as mediators. Around 70% of studies consider organizational factors as mediator widely examining the constructs like ambidextrous organization (Del Giudice et al., 2018), ambidextrous organizational culture (Úbeda-García et al., 2018a), green ambidexterity (Úbeda-García, 2022), intellectual capital (Gürlek, 2021), organizational trust (Khairy et al., 2023), social capital (Marco-Lajara et al., 2022), and organizational ambidexterity (Pertusa-Ortega et al., 2022; Úbeda-García et al., 2018a; Úbeda-García et al., 2018b; Úbeda-García et al., 2017; Úbeda-García et al., 2016). Whereas, 30% of articles account for the innovation factors covering

variables like ambidextrous innovation (Tsai, 2017; Ghantous & Alnawas, 2020), ambidextrous learning (Ali et al., 2020; Ubada-Garcia et al., 2019), ambidextrous technology advancement (Öberg & Kollberg, 2021) and service innovation (Tang, 2014). Moreover, only 35% of studies in the last three years account for a median mechanism justifying clear evidence for future research.

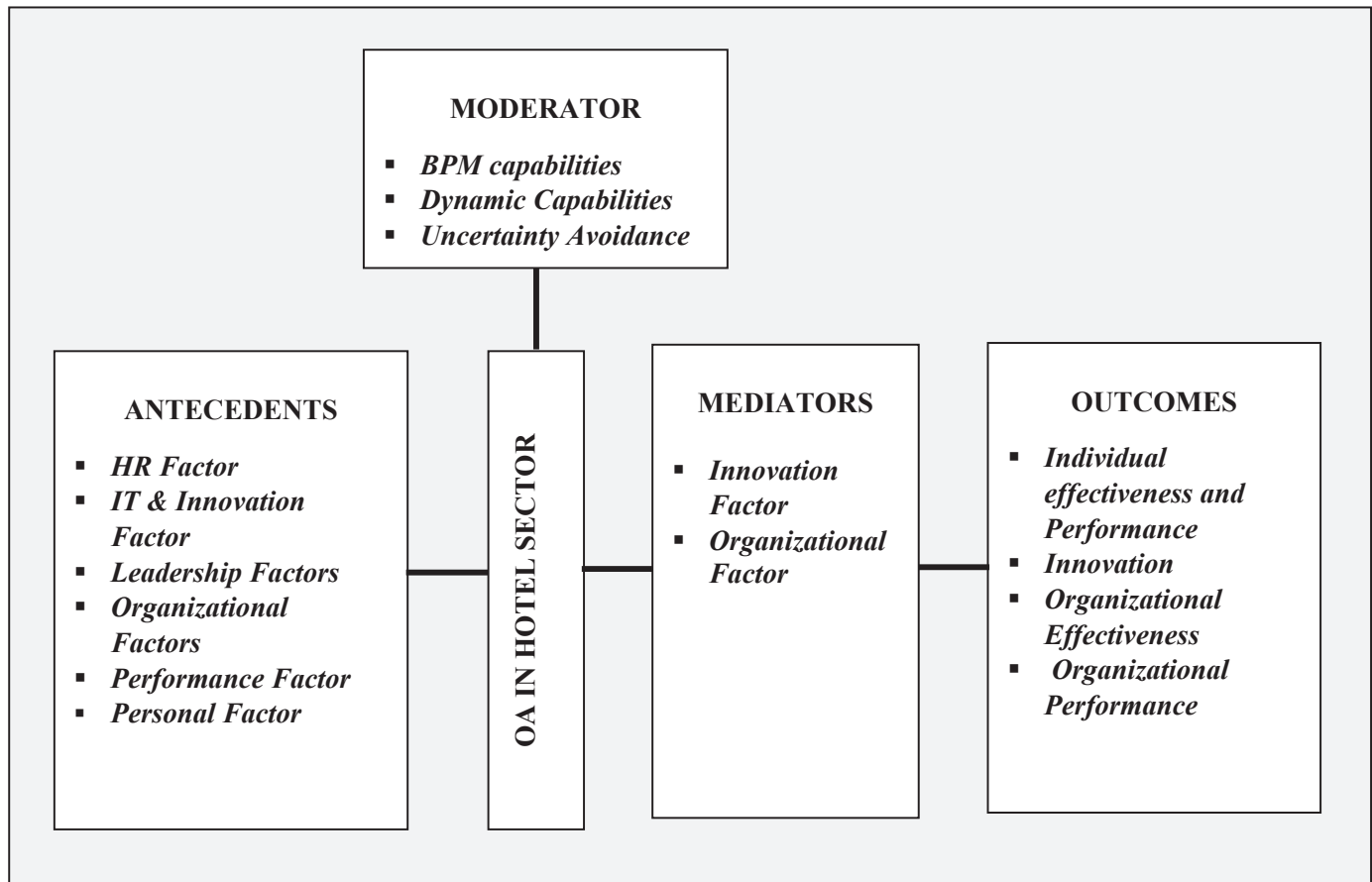
### Moderators

Significantly less studies have covered moderator as a variable. Only three studies consider moderation variables constituting factors like BPM (Business Process Management) capabilities (Ferraris et al., 2018), dynamic capabilities (Ali et al., 2020), and uncertainty avoidance (Lin & Cheung, 2023). Hence there is need for future studies involving moderators in OA of hotel industry.

### Outcomes

The outcome section is broadly categorized into four schemas: individual, innovation, organizational, and performance factors. Performance as an outcome variable

is included in the highest number of studies (13 studies) and majorly focus on organizational performance (Ferraris et al., 2018; Úbeda-García, 2022; Úbeda-García et al., 2018b). Organizational factors emphasized on the environment management system (Boronat-Navarro & Gracia-Joerger, 2019), organizational agility (Khairy et al., 2023), knowledge absorptive capacity (Gürlek, 2021), service quality (Fan et al., 2018), strategic renewal (Ali et al., 2020), and organizational ambidexterity (Al-Barakat et al., 2023; Abotaleb & Elnagar, 2022; De la Lastra et al., 2022). Individual and innovation factors emphasized employee normative commitment (Adiza & Diete-Spiff, 2020), decision-making innovation (Del Giudice et al., 2018), and holistic innovation (Tsai, 2017). Therefore, the OA studies in the hotel context result from hotel performance and innovation. Hence, as depicted in Fig. 5 we developed a conceptual framework to explain the domain of OA in the hotel Industry. This conceptual framework prove a formative base for empirical studies that can be taken up by future researchers to enhance the individual and organizational performance.



Source: Authors' elaboration.

**Fig. 5: Conceptual Framework for OA in Hotel Industry**

## How Do Academic Contexts Inform Us About OA in a Hotel Context?

### Theories

The most ubiquitous theories used by the researchers in this current review are Resource Based Theory (RBV), Path-Goal Theory (PGT), Knowledge-Based View (KBV), Social Cognitive Theory (SCT), and Great-man Theory (GMT) (See Table 3). RBV is the only theory used frequently by OA scholars in the hotel sector. RBV posit that valuable and rare resource like consumer/employee acceptance of robots, transactional leadership, and intellectual capital assist in engendering OA in the hotel sector. Similarly, Information Processing Theory (IPT) the need for knowledge processing in environmental uncertainty, and Fan et al. 2018 study specifies the IPT theory in signalling hotels employing high-tech robots as their front-desk robots and dealing with customer uncertain demands. Hence, KBV (Gürlek, 2021), SCT (Lin & Cheung, 2023), PGT, and GMT (Adiza & Diete-Spiff, 2020) provided the foundation for the studies conducted in the context of OA in the hotel sector.

### Context

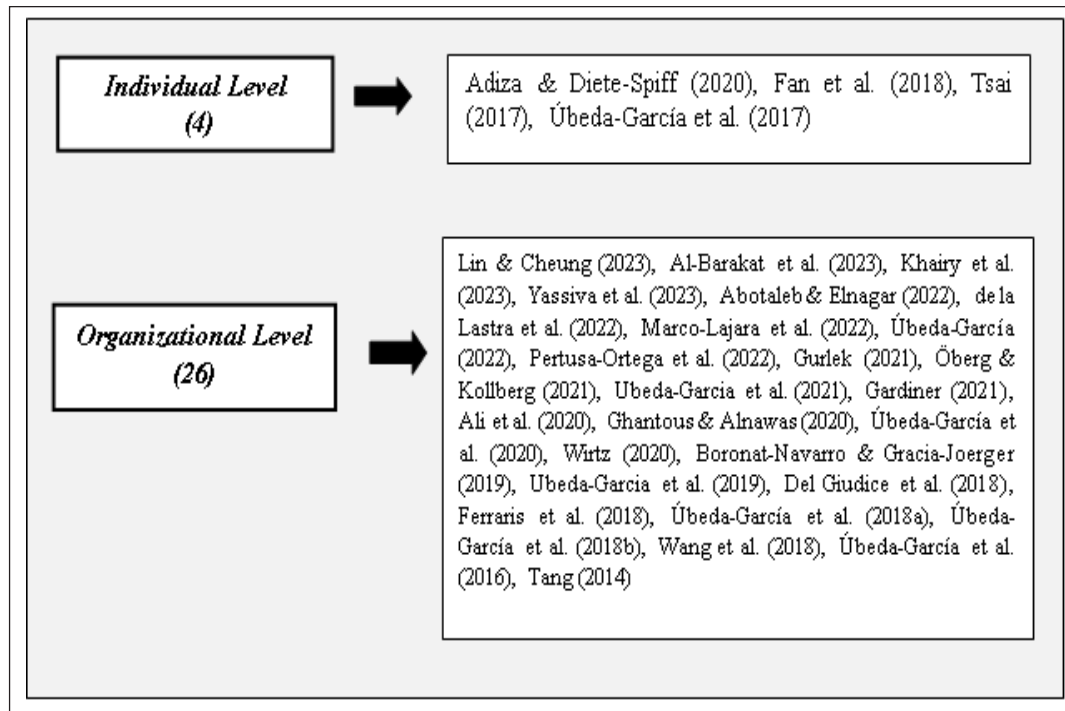
OA research in the hotel sector has been undertaken at the individual and organizational levels. The Fig. 6 suggests that a maximum number (87% Studies) of the research articles are framed keeping organization context in mind. Individual studies have contributed only 13% to the entire research of OA in the hotel sector (See Fig. 6). No literature revealed the multiple-level research, hence providing scope for future research in the same. Regarding geographical dissemination of literature, the studies are conducted in Europe, Asia, and Africa (See Fig. 7). The darker area highlighted in Fig. 7 depicts the global locations having negligible studies in the hotel sectors studying OA phenomenon. It is observed that out of total studies Europe (50% studies) has the highest concentration of studies, mainly in countries like Spain, Italy, Sweden, and Turkey (Öberg & Kollberg, 2021; Gürlek, 2021; Ferraris et al. 2018; Úbeda-García et al., 2017). Similarly, Asia stands second, with its research endeavors in countries like China, Pakistan, Indonesia, Taiwan, Hong Kong, and Jordan (Yassiva et al., 2023; Ali et al., 2020; Fan et al., 2018; Tang, 2014). It is evident there is a scope and need to undertake studies in developing countries like India, Sri Lanka etc. and known world-wide as top tourist destinations.

**Table 3: Theoretical Underpinning of OA in the Hotel Sector**

| Theory/Model Used                              | Positioning                                                                                                                       | Author                  | Reference Articles                                     |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------|
| <b>Resource-Based View (RBV)</b><br>(3)        | <b>RBV</b> asserts that having valuable, uncommon, and unique resources can give a company a long-term competitive edge.          | Barney (1991)           | Khairy et al. (2023), Fan et al. (2018), Gürlek (2021) |
| <b>Path Goal Theory (PGT)</b><br>(1)           | <b>PGT</b> states leader's behaviour is influenced by things like performance, motivation, and employee satisfaction.             | House (1971)            | Adiza & Diete-Spiff (2020)                             |
| <b>Great- Man Theory (GMT)</b> (1)             | <b>GMT</b> postulates leadership is inbuilt skill comes naturally from birth.                                                     | Carlyle (1840)          |                                                        |
| <b>Information Processing Theory (IPT)</b> (1) | <b>IPT</b> claims firms must be sufficient at effectively managing the information processing demands arising from uncertainties. | Tushman & Nadler (1978) | Fan et al. (2018)                                      |
| <b>Knowledge-Based Theory (KBT)</b> (1)        | <b>KBT</b> identify knowledge as an organization's significant asset.                                                             | Grant (1996)            | Gürlek (2021)                                          |
| <b>Social Cognitive Theory (SCT)</b> (1)       | <b>SCT</b> asserts that an individual's behaviour and actions are shaped by the behaviours and actions of others.                 | Bandura (1999)          | Lin & Cheung (2023)                                    |

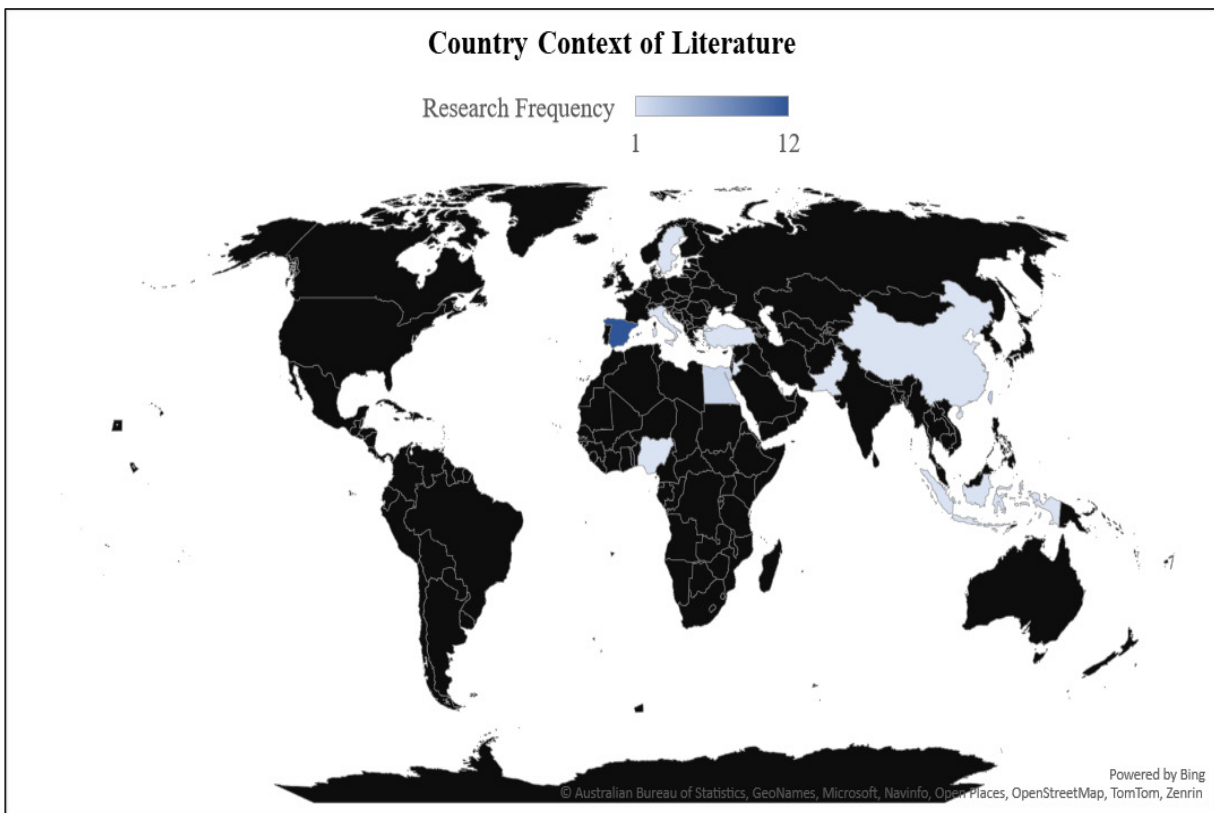
Based on a comprehensive analysis of single, twin, and multiple countries, demonstrates that research is mainly conducted in single-country contexts (Al-Barakat et al., 2023; Ghantous & Alnawas, 2020; Úbeda-García et al., 2018a; Úbeda-García et al., 2018b; Tang, 2014). Only two

studies counter the twin-country context (e.g., Gardiner, 2021; Lin & Cheung, 2023). No studies have emphasized the multiple-country aspect in their research article. Thus, it is clear from the analysis that both twin and multiple-country contexts need a unique research lens from future researchers.



Source: Author's elaboration.

**Fig. 6: Unit Level of Analysis**



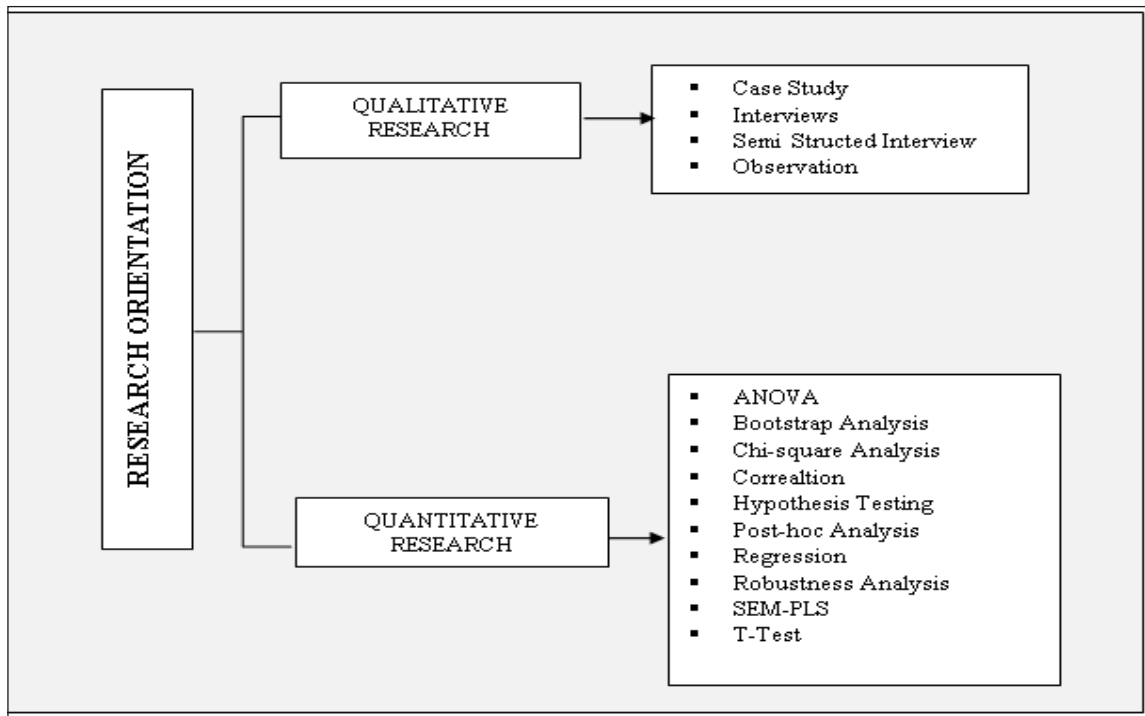
Source: Author's elaboration.

**Fig. 7: Country Context of OA Literature in the Hotel Sect**

## Methodology

Methods are the empirical pieces of evidence that research develops (Lim et al., 2021; Paul et al., 2017). This systematic review is based on the data gathering methods and analytical technique implemented, drawn from the 29 empirical studies summarised in Fig. 10 below. This review involved two types of research i.e.: qualitative and quantitative. Analysis displays that most of the studies have the background of quantitative research i.e., 24 studies ((De la Lastra et al., 2022; Marco-Lajara et al., 2022; Fan et al., 2018).

Mainly, the technique of PLS-SEM, regression, correlation, and descriptive analysis was employed by the propagators of quantitative study (Khairy et al., 2023; Úbeda-García, 2022; Ali et al., 2020; Tang, 2014). On the contrary, qualitative studies in this domain are not conventional due to their paucity in the field. Moreover, researchers used the case study method, structural interviews, triangulation, and observation methods to suffice their research objectives (Yassiva et al., 2023; Del Giudice et al., 2018; Wang et al., 2018).



Source: Created by authors

Fig. 8: Data Collections Approaches and Analytical Techniques

## FUTURE AVENUES FOR OA RESEARCH IN THE HOTEL INDUSTRY

### What are the Future Avenues for OA Research About the Hotel Industry?

The third objective of this systematic literature review is to suggest future research directions in the domain of organizational ambidexterity in the hotel industry. Considering the guidelines of Paul et al. (2017), we adopted a structured systematic review approach to synthesize the past literature on OA. Furthermore, the TCCM framework helped us locate research gaps pertaining to four specific

arenas: theory development, context, characteristics, and methodology (Srivastava et al., 2020; Paul and Rosado-Serrano, 2019). The following section outlines the detailed discussion about the future agendas based on the TCCM framework.

### Theory (T)

This systematic review reveals that RBV, KBV, IPT, GMT, and SCT are the most frequently used theories in organizational ambidexterity research. However, alternative theories can be implemented in the hotel-specific arena of OA. One such is the *Casual Attribution Theory (CAT)*, which states that an individual assigns the causes to both his behaviour and the behaviours of others. An individual attribute can cause an event or outcome (Kelley, 1973). Individual Awareness about the organizational exploration



and exploitation endeavors at the workplace can change individual behavior and impact their extra-role behavior. The degree to which organizations involve an employee in organizational ambidexterity and provide a level of psychological safety at work can help them to modify their behavior to perform extra duties at the workplace without any compulsion (Iqbal et al., 2020; Younas et al., 2020). Moreover, freedom in pursuing the choice of exploration and exploitation always helps the employees to depict the extra-role behaviour at the workplace. Therefore, its implementation hotel sector is still a grey area to be explored.

The current review depicts leadership and HPWS as the widely studied construct, but the researchers needed to include the applicability of leadership and motivational theories. So, future researchers can implement theories like *Situational leadership theory (SLT)* and *Two-Factor Hygiene Theory (TFHT)*. *SLT Theory* posits that the key to successful leadership depends upon the willingness of the subordinates to accomplish tasks (Hersey & Blanchard, 1997). Hotel or hotel managers must identify employees' orientation and willingness irrespective of exploration or exploitation endeavors. Their willingness is a central key element for the successful implementation of OA. Whereas, *TFHT Theory* states hygiene factor helps employees feel satisfied at their job, motivational factors help employees feel motivated at work. The hotel management or hotel manager should devise this theory to stimulate their employees and see how

they tackle ambidextrous tasks.

Apart from those theories like upper echelon theory, paradox theory, and organizational theory are widely used theories (Paul et al., 2020) in OA research but not have been addressed by the researchers of the current review. Hence, future researchers in the hotel context can use and comprehend these theories in OA.

### Characteristics (C)

The current review (Fig. 6) showcases the significant variables used as enablers, mediators, moderators, and consequences in ambidextrous hotels. Majorly, HPWS, hotel performance, leadership, and human resources practice have been utilized; hence Table 4 provides an overview of the alternative constructs that the future propagators of OA researchers in the hotel context can utilize. Through our SLR, we propose that OA in research in the context of the hospitality industry can be extended to variables such as organizational citizenship behavior, psychological safety, job satisfaction, employee engagement, top management teams and competitive advantage. AI and Green and sustainable practices have played an essential role in transforming modern business workplace (Bhardwaj et al., 2023b, Anshima and Bhardwaj 2023; Bhardwaj et al. 2023d). Future research can also consider linking OA with AI adoption and sustainable and green HR practices in the hotel industry.

**Table 4: Future Research Agenda of OA in the Hotel Industry**

| Sr. No. | Constructs                                 | Description                                                                                                                                                        | Applicability                                                                                                                                                                                  |
|---------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.      | Organizational Citizenship Behaviour (OCB) | <b>OCB</b> refers to the degree of doing extra-role behavior in the work setting without any formal obligation.                                                    | <b>OA</b> and <b>OCB</b> in the hotel sector can be neglected aspect. How <b>OA</b> and <b>OCB</b> are related can be checked by future scholars.                                              |
| 2.      | Psychological Safety (PS)                  | <b>PS</b> means workspace where employees are comfortable putting up their thoughts and ideas without the fear of being punished by the organization or colleagues | <b>PS</b> is essential to comprehending ambidextrous endeavours in hotel organizations and vice-versa. The relationship is still a white spot and requires attention by <b>OA</b> researchers. |
| 3.      | Job Satisfaction (JS)                      | <b>JS</b> means the degree to which employees feel happy irrespective of work situation.                                                                           | <b>JS</b> and <b>OA</b> in the hotel industry have a vast scope and can be comprehended in the future scope.                                                                                   |
| 4.      | Competitive Advantage (CA)                 | <b>CA</b> means producing goods and services at cheaper and better quality than its counterparts.                                                                  | <b>CA</b> and <b>OA</b> can have an anticipated impact on the hotel performance, the relationship can be checked empirically by the <b>OA</b> researchers.                                     |
| 5.      | Top Management Teams (TMT)                 | <b>TMT</b> means the people in the higher positions and their role in framing strategic plans and policies.                                                        | <b>TMT</b> plays an essential role in Ambidexterity but its applicability in the hotel context still requires a researcher lens.                                                               |

### Context (C)

Most studies on OA in the hotel sector are undertaken in 13 countries. Spain as a country account for the maximum concentration of the studies (12 Studies) in the respective

OA field. This demonstrates that most of the study in the respective context is undertaken in developing countries, posing the question of generalization. The future researcher can emphasize the developed and under-developing country context for wider applicability.



Moreover, the majority of the research has been done in single-nation spread. Therefore, future studies should pay more heed to twin-country and cross-country contexts (Fig. 7). Further, studies at an individual level are comparatively fewer (13% Studies) than their counterparts. Therefore, future scholars can pursue the studies at an individual and cross-country level due to its nature of paucity.

### Methodology (M)

This segment states the analytical tools and techniques used in OA studies in the context of the hotel sector. Most OA studies in the hotel sector are quantitative (See Fig. 6). Surprisingly, qualitative methods receive little emphasis with only 17% of studies in related domains and contexts. Qualitative research is the best approach as it captures the multiple dimensions of reality. Qualitative techniques such as thematic coding, ethnography, and focus groups are neglected. Therefore, future researchers can emphasize these techniques to check the viability and new dimensions of OA arena.

Along similar lines, our study did not witness any mixed method. The mixed approach is the best, providing the best of both worlds. It proves the facts with analytical data and provides the narrative sense to research through qualitative data. Hence, future scholars can conduct the research using mixed methods.

## ACADEMICS AND PRACTICAL IMPLICATIONS

This research includes several academic implications. First, we have systematically reviewed the research article on OA in the hotel context and its progression in the field from 2014 to 2023. The studies of OA in hotel context took a significant leap after the COVID-19 pandemic. Further, we recognized that ambidextrous hotel is mainly concerned with the HPWS, holistic innovation, and leadership dimension fostering hotel performance. Secondly, our systematic review identified and depicted the extensively used constructs as a holistic conceptual framework. Hence, future researchers can use the variables from this framework and conduct empirical research based on our proposed conceptual framework.

Finally, we have identified some overlooked aspects and tried to acknowledge them in the future research direction section. Hence, the theories, context, characteristics, and methodology recommended in this review can be utilized and have a bright scope in the future. This paper can help future researchers advance knowledge on OA to bring effectiveness and innovation in the hotel industry at national and global levels.

## CONCLUSION

Although the literature on OA has been synthesized and analyzed in the past, due to obsolescence, generality, and absence of a fixed framework has motivated us to perform the current state-of-art of the literature. This systematic literature review has tried to answer the three research questions using SPAR-4-SLR and the TCCM framework. OA in the context of hotels has been chiefly researched in developing countries like Spain, Taiwan, and Italy and has quantitative empirical evidence. Moreover, employee engagement and organization culture (Bhardwaj & Kalia, 2019; Kalia & Bhardwaj, 2021) and other variables such as HPWS, HR practices, innovative strategy, leadership, and performance are widely studied constructs. RBV is the most used theory applied by the researchers in hotel context. Hence, future studies should emphasize the developed and underdeveloped countries, mixed approach studies, global context research, and the gaps identified by this review.

Our review has provided a formative base for future research in the field of OA in hotel industry. We have identified unexplored area in the field of OA in terms of theory, context, characteristics, and methodology. We have advanced OA knowledge in the hospitality industry by proposing a conceptual framework identifying and connecting antecedents, mediators, moderators, and outcome variables. This framework can be empirically tested in future studies.

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