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### The Role of Organizational Culture and Strategic Vision in Enhancing SME Performance through Ambidexterity: A Quantitative Study of Garments Industry

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#### ARTICLE DETAILS

#### ABSTRACT

##### History

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*Capabilities*

**Purpose:** This study aims to investigate the direct effect of organizational culture and strategic vision development on organizational performance, specifically, its indirect effect through the mediation of organizational ambidexterity in the context of SMEs. Organizational ambidexterity is an important factor which is defined as an ability of an organization to balance exploration (innovation and new opportunities) and exploitation (efficient use of existing resources).

**Methodology:** This study adopted a quantitative research methodology and employed stratified random sampling. Data were collected from 110 employees of manufacturing firms. PLS-SEM method was used to analyze the collected data and to test both direct and indirect relationships between the variables, assess the reliability and validity of constructs and evaluate the overall fitness of the model.

**Findings:** The findings of this study support proposed hypothesized relationships. The results indicate that organizational culture and strategic vision development have a significant positive effect on organizational performance. Furthermore, organizational ambidexterity significantly plays a mediating relationship between organizational culture, strategic vision development and organizational performance. The results suggest that an organizational culture and strategic vision are the key organizational factors that enable SMEs to develop and practice ambidextrous capabilities.

**Implications:** The managers and leaders should foster an adaptive and innovative organizational culture and they must articulate strategic vision clearly and in structured manner. Managers should focus on the development of ambidextrous capabilities within the teams and ensure that the employees are well equipped to manage both innovative initiatives and operational efficiency.

**Recommendations:** Future Researchers can explore these relationships in terms of sustainable development practices in other industries. They should consider longitudinal designs and integrate qualitative approaches to gain better insights into the subject.



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## Introduction

Nowadays, in the dynamic business environment, the organizations are facing challenges in balancing the exploitation of existing capabilities with the exploration of new opportunities. These challenges arise from evolving market conditions, changing consumer trends, escalation and high-tech innovations (**Annamalah et al., 2023**). Therefore, the ambidexterity has attained vital importance for sustaining competitive advantage and enhancing performance. **Kassotaki (2022)** states that the organizational ambidexterity is extensively being studied in management studies in the context of organizational performance. **Günsel A et al. (2017)** argue that an organizational ambidexterity is still underexplored in the perspective of small & medium enterprises, especially in the context of the underdeveloped countries. **Çelik and Uzunçarşılı (2023)** argue that to remain competitive and resilient in today's rapidly changing environment, it is essential for the firms to provide a futuristic strategic direction that fosters an ambidextrous culture, thereby, leading to organizational goals and sustainable performance. Organization's ability to simultaneously employ ambidextrous capabilities drives toward sustained competitive advantage, thus, leading to enhanced organizational performance. Moreover, in an unpredictable fast-paced environment, the ambidextrous competencies enable firms to cope with emerging challenges and opportunities with agility and confidence. **Liao and Huang (2016)** stated that the strategic vision provides direction, purpose and policy, driving organizations towards growth and sustainable development. **Mielcarek (2023)** argued that rapid change in environment complicates the alignment of strategic coherence with ambidextrous activities. **O'Reilly and Tushman (2011)** argue that a well-crafted, and strategically developed vision, when communicated within an organization, helps managers to implement ambidexterity capabilities i.e. exploitation of existing capabilities and exploration of new opportunities. **Senaratne and Wang (2018)** argue that the leadership must pay attention to the factors that can hinder ambidextrous capabilities and promote dynamic capabilities that lead to the optimal organizational performance.

Small and Medium Enterprises play a vital role in the economic development of both developed and developing countries. SMEs are the source of employment generation, industrial output, and economic development. In recent years, the enterprises have seen decline in revenues and disruption in operation outputs, however, adoption of ambidextrous practices led them to the optimal performance (**Ragazou et al., 2022**). In emerging economies, SMEs are the primary source of livelihood for a large segment of the population. The garments industry holds a particular importance due to its labor-intensive nature, export potential and contribution to value addition. Despite its economic significance, the garments sector especially SMEs face persistent challenges that hinder sustained performance and long-term competitiveness (**Aziz Khan et al., 2024**).

One of the major challenges, is the SMEs' inability to effectively balance short-term operational efficiency with long-term innovation and adaptability. The firms must focus on the exploitation of existing capabilities such as improving production efficiency, cost control and quality management. Likewise, they must explore new opportunities by adopting innovative designs, new technologies and alternative markets to remain competitive e.g. shift to new marketing strategies and green and renewable energy. The failure to maintain this balance often leads to stagnation, reduced competitiveness and decline in performance.

Most empirical studies on ambidexterity have focused on large organizations which are operating in developed economies. The findings from such studies are not directly applicable to the SMEs in

the manufacturing sector, especially in the context of a developing country where constrained resources, informal structures and environmental uncertainty are more pronounced. Thus, this fact creates a contextual gap in the literature and highlights the need for research that specifically addresses SMEs and their unique challenges.

Previous studies have widely discovered the direct impact of **organizational culture** on **organizational performance** (García-Fernández et al., 2018; Tubussum et al., 2025). Moreover, several studies have also investigated the mediation effect of various factors such as employee's organizational commitment (Nikpour, 2017), innovation (Imran et al., 2022; Riza et al., 2025), competitive advantage (Truong et al., 2025) and organizational commitment (Riza et al., 2025). Truong et al. (2025) in their research, explicitly recommend to expand their model through introducing other variables and mediators.

Therefore, the main objective of this study is to examine the influence of organizational culture (IV) and strategic vision development (IV) on organizational performance (DV), particularly, the mediating role of organizational ambidexterity. Thus, this study provides new insights that how does organizations can nurture internal cultural values and strategic foresight to enhance ambidextrous capabilities, ultimately leading to improved organizational outcomes. Considering these veracities, this research has been designed to achieve the following research objectives:

- To examine the impact of organizational culture and strategic vision development on organizational performance within SME garment firms.
- To examine the mediating role of organizational ambidexterity in the relationship between organizational culture and organizational performance.
- To examine the mediating role of organizational ambidexterity in the relationship between strategic vision development and organizational performance.
- To provide empirical evidence using a quantitative approach within the context of the garments industry.
- To offer practical insights for managers, leaders, and policymakers in the SME garments sector as well as manufacturing industry.

### Research Questions

The purpose of this study is mainly to explore the association between organizational culture (IV), strategic vision development (IV) and organizational performance (DV), particularly, through mediation of organizational ambidexterity. This research addresses the following questions:

1. Does organizational culture positively influence the organizational performance through the mediation of organizational ambidexterity?
2. Does the strategic vision development enable the organization's competencies of exploitation of exiting capabilities and exploration of new opportunities, which results in enhanced organizational performance?
3. Does organizational culture and strategic vision development enhance organizational performance through the mediation of organizational ambidexterity?

### Literature Review

#### Theoretical Review

Resource Based View theory was inducted by Wernerfelt (1984) and further expanded by Barney (1991), since then RBV is playing a pivotal role in strategic management literature. The Resource-Based View (RBV) offers a powerful way to understand how companies gain and keep a competitive advantage through the effective deployment of internal resources. It suggests that every organization has a unique set of internal resources, when effectively managed, can result in higher organizational performance. When these resources are valuable, rare, inimitable, and non-substitutable, they can become the key to long-term success.

### ➤ **Organizational Culture as a Strategic Resource**

**Barney (1986)** argued that organizations that possess cultures which are valuable, rare, and difficult for competitors to imitate should focus on nurturing and preserving these cultural strengths. In contrast, companies lacking these unique cultural qualities shouldn't rely on their culture as a long-term source of competitive advantage. Even when such firms successfully introduce valuable new cultural elements, these changes are often easy for others to copy, meaning any performance gains are likely to be short-lived. Therefore, companies without distinctive cultures need to explore other strategies if they want to achieve lasting superior financial results. **Riza et al. (2025)** argued that considering the RBV, the organizational culture is a substantial resource of the organization which positively influences organizational performance.

### ➤ **Strategic Vision Development as a Dynamic Capability**

Nowadays, in fast-paced market and industrial environment the organizations must have an ability to adapt and evolve. **Teece et al. (1997)** introduced the idea of *dynamic capabilities* to explain how firms can remain competitive by continuously adapting and evolving. These capabilities comprise the organizational routines and processes that enable firms to identify emerging opportunities, respond effectively, and transform their operations as needed. Within the RBV framework **Lopez-Cabrales et al. (2006)** discussed that the organizational competencies must align with the organization's strategic vision in order to achieve optimal organizational performance.

Strategic vision development can be classified as dynamic managerial capability which is an intangible resource of an organization, articulated by leadership. Strategic vision anticipates future trends, sets long-term goals, and aligns organizational actions accordingly. Strategic vision, when embedded in dynamic capabilities, strengthens a firm's ability to adapt, innovate, and sustain competitive advantage in evolving markets.

### ➤ **Organizational Ambidexterity as a Mediating Capability**

**Teece et al. (1997)** inducted the concept of dynamic capabilities, which highlighted that long-term success in fast-changing environments not only depends on owning valuable resources, but on the ability to adapt them over time. They emphasized that dynamic capabilities are organization's strengths in balancing between exploitation of existing capabilities and exploration of new opportunities.

In this context, organizational ambidexterity is the ability to both exploit existing strengths and explore new opportunities, emerges as an essential dynamic capability. Ambidexterity, when aligned with organizational culture and strategic vision helps the organizations to achieve performance outcomes. It allows organizations to remain operationally efficient while also being adaptable, transforming intangible assets into sustained competitive advantage.

### ➤ **Organizational Performance as the Outcome**

From the perspective of Resource-Based View, organizational performance is the result of how well a company manages and uses its internal resources and strengths. When organizations have strong intangible assets e.g. positive culture and a clear vision, combining these with the ability to both exploit existing capabilities and explore new opportunities, there is a strong likelihood that the organizations may achieve competitive advantage through

innovation and adaptation (**Barney, 1991; Teece et al., 1997**).

Theoretically, this study gives a fresh perspective to how organizations can perform better by making the most of their internal strengths and dynamic capabilities i.e. culture and vision. It combines two well-established ideas in management theory i.e. Resource-Based View (RBV) and the Dynamic Capabilities framework. Both of these have already been studied extensively, this research shows how they can work together to explain how organizations survive, adapt, and thrive in today's fast-changing business world. A major contribution of this study is how it positions organizational ambidexterity as a bridge between culture, vision, and performance.

## **Empirical Review**

### **Organizational Culture**

**Van Den Berg and Wilderom (2004)** defined organizational culture as the shared understanding of how work is usually typically done within a specific part of an organization and recognize that these practices can vary between different units. Everyday work behaviors and routines shape that how people experience and interpret their workplace culture. **Warrick (2017)** argued that organizational culture deeply affects everyday operations, it shapes how tasks are carried out, how employees and customers experience the organization, and whether the organization gains a competitive advantage or struggles to keep up. The leaders must pay attention in building conducive organizational culture. **Azeem et al. (2021)** in their study defined four types of organizational culture. they defined that an organization inclined by an *adhocracy culture* functions in an environment that values speed, innovation, and continuous change. Rather than relying on fixed routines, such organizations encourage experimentation and flexible thinking, view uncertainty and risk as essential drivers of advancement. Emphasis is placed on discovering new ventures, creating new products or services, and enhancing organizational capabilities through ongoing learning and adaptive practices. *Clan culture* reflects a people-centered orientation in which relationships and shared commitment are vital to organizational life. These organizations strive to create a supportive and inclusive workplace where employees feel respected and stay committed. Leadership approaches are developmental, they focus on nurturing talent and promoting agility, whereas, long-term effectiveness is achieved through collaboration, trust, and a strong sense of shared purpose. Participation, teamwork, and a healthy work environment are key priorities. *Hierarchy culture* is shaped by formal structures and clearly defined systems that guide organizational functioning. Organizations with this orientation depend on standardized procedures, well-established authority lines, and formal controls to ensure smooth internal operations. Organization places strong emphasis on coordination, predictability and efficiency, with organizational stability and consistent performance considered as essential goals. A *market-oriented culture* sets primary importance on results and competitive positioning. Organizations functioning under this model are vigorous and stay focused on external environment of market competition. Leadership underscores overall organizational performance, discipline, and goal. Success within this culture is commonly assessed through indicators such as operational efficiency, organizational reputation, and financial achievement.

### **Strategic Vision Development**

**Chew and Chong (1999)** stated that a strategic vision provides organizations with a clear long-term direction, enables them to align efforts, adapt to change, and enhance their chances of long-term sustained success in an increasingly competitive business environment. A strategic vision should present a clear, cohesive image of the organization's future by incorporating goals, strategies, and action plans into a unified direction. It defines what the business aims to become, depicts organization's standards and principles, while also capturing the objectives of management, employees, and other key stakeholders. They discussed several elements of the vision such as top management, organizational structure, organizational culture, personnel management. **Shu-Hsiang et al. (2015)** stressed that the strategic vision of the leadership must be communicated to within an

organization. **Wilson (1992)** argues that strategic vision must be clear, coherent, well communicated within all organizational hierarchies, cohesive and dynamically adaptable. Strategic Vision Development must encompass the scope of business, scale of business, market-oriented perspective, while focusing on competition and reflecting brand identity and stakeholder engagement.

### **Organizational Ambidexterity**

**O'Reilly and Tushman (2013)** defined organizational ambidexterity as *“the ability of an organization to both explore and exploit, to compete in mature technologies and markets where efficiency, control, and incremental improvement are prized and to also compete in new technologies and markets where flexibility, autonomy, and experimentation are needed”* (p. 324).

**Raisch and Birkinshaw (2008)** defines ambidexterity as a firm's capability to effectively manage its existing business while remaining adaptable in a dynamic business. **Annamalah et al. (2023)** argue that the dynamic capability of organization aids in enhancing ambidextrous capabilities leading to the organizational effectiveness in a fast-changing business atmosphere. This can play interlink among the agility and firm's outcomes. The organizations must explore the opportunities to enhance their effectiveness. The firms employing ambidexterity as the dynamic capability are better positioned to exploit and utilize their existing capabilities and explore groundbreaking chances of potential growth. Organizations must invest in enhancing organizational ambidexterity in terms of utilizing current knowledge and strength while prospecting new ventures that ultimately result in enhanced organizational outcome. In their review they identified organizational capital, social capital and human capital as the antecedents of organizational ambidexterity.

### **Organizational Performance**

Scholars have devoted considerable attention in exploring that how organizations achieve optimal performance (**Imran et al., 2022**). Organizational performance has emerged as an important measure of success for businesses of all sizes, reflecting its capacity to achieve its intended outcomes and overall purpose (**Rehman et al., 2019**). It explains an organization's enhanced sales growth, how innovative the company is, and enhanced market share (**Singh et al., 2016**). Many scholars measured organizational performance in various perspective e.g. revenue growth, end user satisfaction, employee retention (**Khin & Ho, 2018**), opportunity identification, market forecasting, crisis anticipation, innovation capacity, strategic agility (**Lee et al., 2012**), organization's achievements and organizational effectivity (**Imran et al., 2022**).

### **Organizational Culture and Organizational Performance**

Previous studies have widely explored interlink between organizational culture and organizational performance (**Joseph & Kibera, 2019**). The scholars commonly use the term 'organizational culture' widely to describe the shared culture of an entire organization or any subgroup of individuals working collectively within it. Culture plays a powerful role in shaping what happens inside organizations, from how work gets done, how employees and customers experience the organization, and even how it performs against competitors. That's why, while devising strategic vision, strategic planners must pay attention to the organizational culture to foster the atmosphere of collaboration, shared values, shared vision, shared knowledge, thus, resulting in organizational performance (**Warrick, 2017**). The culture of flexibility, innovation and adaptability within organizations plays a pivotal role in achieving organizational performance (**Naranjo-Valencia et al., 2016**). **Alkhadra et al. (2022)** in their study found direct link between organizational culture and organizational performance. **García-Fernández et al. (2018)** in their study found a substantial connection between organizational culture and organizational performance. They argued that a culture supported by brand footprints, standardization, conducive environment and infrastructure partakes in organizational performance. **Truong et al. (2025)** in their study discussed significant relationship between organizational culture and organizational performance. They argued that when an organization fosters a culture of collaboration and shared values, it functions efficiently and

achieves organizational performance and the leadership must pay attention in establishing a healthy culture in the organizations. They further argued that a well-established organizational culture that promotes employee engagement and shared values, contributes to more effective functioning processes and overall improved performance. Organizational Culture emerges as the significant predictor of organizational performance. Organizational culture plays a vital role in achieving organizational objectives and goals; and underscores the importance for leadership to strategically invest in cultivating a sustaining and strong organizational culture.

*H1: Organizational culture positively influences organizational performance.*

### **Organizational Culture, Organizational Ambidexterity and Organizational Performance**

A strong organizational culture provides the groundwork for the exploitation of existing capabilities with the exploration of new opportunities. Organizational culture leads to sustained performance improvements when it fosters ambidexterity, that is, the ability to respond to changes in the business environment both swiftly and competitively, while balancing the exploitation of existing strengths with the exploration of new opportunities (Joseph & Kibera, 2019). The culture of any organization is an invisible asset that enhances organizational performance. The pursuit of new opportunities, such as innovation and advancement, derive from a supportive culture. When an organizational culture aligns with the strategic vision, this stimulates both the exploitation of existing capabilities and the exploration of new opportunities. This balance helps organizations achieve a competitive advantage and improved overall performance (Riza et al., 2025). Dzenopoljac et al. (2024) argued that the knowledge sharing is the part of organizational culture which enables organizations to exploit existing capabilities and allocate resources efficiently seeking explorative opportunities, thus, resulting in higher organizational performance. Hanoum et al. (2025) in their study on SMEs found the direct influence of organizational ambidexterity on organizational performance. They argued that the strategic optimization of business processes results in organizational performance. Hwang et al. (2021) in their study found significant connection between organizational ambidexterity and organizational performance. Günsel A et al. (2017) in their study found a positive effect of organizational ambidexterity on organizational performance, they argued that an organization's supportive culture fosters ambidexterity in the organization. Kafetzopoulos (2020) in his study argues that the deployment of organizational dynamics that are exploratory and exploitative functions, are associated with enhanced organizational outcome. Organizations that combine strong quality controls with strategic foresight behavior are tend to develop a unique set of organizational competencies. These dynamic capabilities support the anticipation of emerging industrial trends, development of advanced offerings, improvements in product quality and dependability, and greater productivity. Moreover, such organizations are better positioned to lead the business environments by acting as early movers in the introduction of unique features and added-value.

*H2: Organizational culture positively influences organizational performance through the mediation effect of organizational ambidexterity.*

### **Strategic Vision Development, Organizational Ambidexterity and Organizational Performance**

Priyanka et al. (2022) argued that a well-developed strategic vision plays a vital role in fostering organizational ambidexterity, because it provides clarity, direction and alignment across all levels of the organization. A future oriented and coherent vision provides organizations a strategic direction to explore new opportunities and exploit of existing capabilities. Dzenopoljac et al. (2024) in their study found that organization's abilities of exploitation of existing capacities and exploration of new opportunities positively influence the performance of an organization. Hanoum et al. (2025) argued that internal capabilities of organizations play a vital role in achieving performance. Particularly, interaction between organizational ambidexterity and broader strategic

direction of the firm plays a pivotal role that shapes outcomes and this relationship enables firms to respond dynamically to environmental changes and uncertainties, ultimately influencing organizational performance. **Çelik and Uzunçarşılı (2023)** in their study on textiles, garments, leather and information technology industry found the direct relationship between organizational ambidexterity and organizational performance. **O'Reilly and Tushman (2008)** argued that finding the right balance between exploration and exploitation depends on effective leadership. When leaders develop and communicate a clear strategic vision, they give people a shared sense of direction and purpose, this helps organizational actors to stay committed and pursue both innovation and efficiency. This vision helps leaders coordinate different types of work, navigate the tensions that naturally arise, and make better use of existing strengths. In this way, organizational ambidexterity becomes the key link that explains how a strong strategic vision can lead to better organizational performance, even though there is still ongoing debate about how and where this balance is best achieved.

*H3: Strategic Vision Development positively influences organizational performance through the mediation effect of organizational ambidexterity*

### Strategic Vision Development and Organizational Performance

**Truong et al. (2025)** in their study focused on the direct relationship between strategic vision development and organizational performance. Although statistically the relationship in both variables was insignificant. Interestingly, strategic vision development significantly influenced organizational performance through the mediation of competitive advantage, which supports Resource Based View theory. **Soomro et al. (2020)** in their study found that the shared vision significantly influences organizational performance through the mediation of organizational learning and organizational innovation. **Wilson (1992)** argued that developing a clear and forward-looking strategic vision delivers benefits. A well-formulated vision contributes to the organizational outcomes, this includes end-user fulfilment, long-term market positioning and achievement of financial performance. Therefore, strategic vision serves as a key driver of overall performance and sustainable growth. **Kantabutra and Avery (2010)** argue that the strategic visions tend to achieve optimal organizational performance when they are clearly articulated, brief, forward-looking, consistent, aspirational and inspirational in nature. The vision needs to be strategically integrated with organizational goals and supported by empowerment practices that enable employees to interpret the vision into action. A strategic vision encompassing these attributes enhances productivity, achieves end-user fulfilment, return on investment and organizational performance.

*H4: Strategic vision development positively influences organizational performance.*

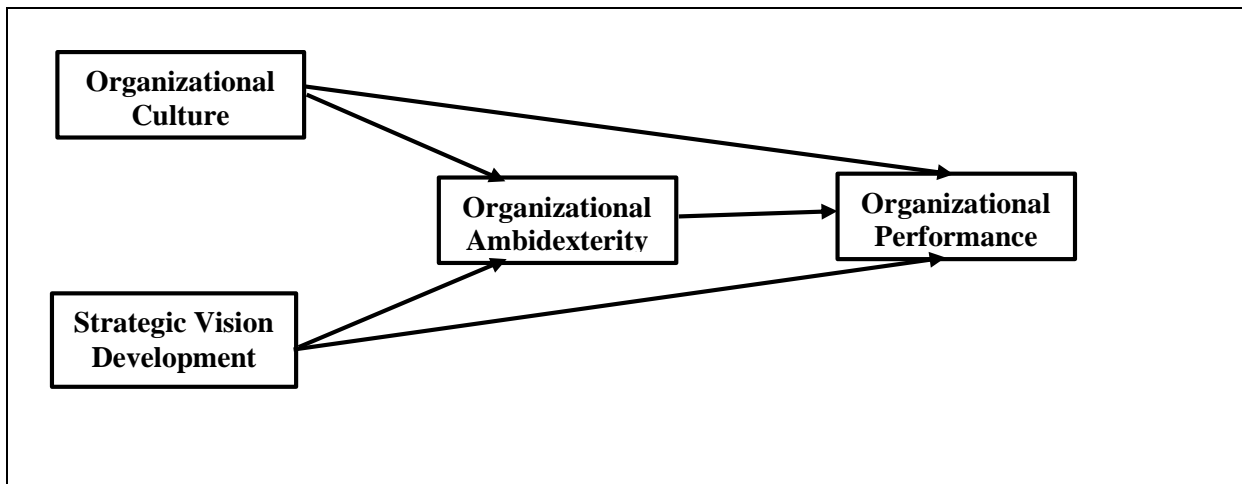


Figure 1 Conceptual Model

### Research Methodology

According to the previous comparable studies e.g. **Hafeez et al. (2024)**, this study adopts **Quantitative Research Methodology** and ‘Primary Source’ for data collection i.e. **Questionnaires (Alosani & Al-Dhaafri, 2020)** with 5-point likert are used. Questionnaire is an efficient research design which saves time, collect a large amount of data, inexpensive in nature. Furthermore, having an amount of data collected through Questionnaires is easy to analyze. As it clear that the Primary Sources are first-hand data, original in nature and collected at the time of research, thus, can be conveniently analyzed. The time horizon for this study is cross-sectional. The data were collected at a single point in time.

### Sampling Technique

This study employed **stratified random sampling** to ensure representation across managerial hierarchies in Small and Medium Enterprises (SMEs), aligned with the methodologies used in comparable studies (**Hafeez et al., 2024**). **Tubussum et al. (2025)** employed stratified random sampling for measuring direct impact of organizational culture on organizational performance.

### Target Population

This Research aimed to identify the direct influence of organizational culture and strategic vision development on organizational performance, especially, the mediation effect of organizational ambidexterity in Small & Medium Enterprises. Hence, the data has been gathered through questionnaire(s) from the General Managers, Senior Managers, Deputy Managers, Managers and Assistant Managers of SMEs (**Martínez-Falcó et al., 2024; Truong et al., 2025**). See [Table 1](#)

### Sampling Size

While determining a sampling size, an effective way to estimate the smallest sample size in Partial Least Squares Structural Equation Modeling is, multiplying ten by the number of formative indicators used in the construct with the highest number of such indicators (**Hair et al., 2011**). Therefore, in this study, *organizational ambidexterity has been conceptualized and treated* as a formative construct, measured using 11 items, holding distinction in terms of organizational ambidextrous capabilities of the organization, excluding any measurement item could minimize or null the validity of the construct. Based on these arguments, the minimum required sample size is suggested to be 110.

### Measurements

For measuring Organizational Culture a 6-Items scale and Strategic Vision Development a 5-Items Scale used by **Lopez-Cabrales et al. (2006)** was adopted. For measuring Organizational Ambidexterity, an **11-Items Scale** (5-Items for exploration and 6-Items for exploitation) used by **Priyanka et al. (2022)** was adopted. And, for measuring Organizational Performance, **6-Items Scale** used by **Shafiq et al. (2019)** was adopted. Data were collected using 5-Point Likert Scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

### Data Analysis

For data analysis, the study employed **Partial Least Squares Structural Equation Modeling (PLS-SEM)** using software **Smart-PLS**. Partial Least Squares (PLS) path modeling offers a complete approach to structural equation modeling (SEM). It works well with both traditional factor models and more flexible composite models, making it suitable for a wide range of research designs. PLS-SEM can estimate complex cause-effect relationships between variables and also provides tools to assess how well the model fits the data (**Henseler et al., 2016**). The analysis was done on the data collected from 110 respondents.

**Table 1. Demographic Profile of Respondents**

<u>Variable</u>	<u>Category</u>	<u>Frequency (f)</u>	<u>Percentage (%)</u>
<u>Hierarchy Level</u>	Top Management	7	6.4
	Managers	65	59.1
	Assistant Managers	38	34.5
	<b>Total</b>	<b>110</b>	<b>100</b>
<u>Education</u>	Graduate	74	67.3
	Post Graduate	36	32.7
	<b>Total</b>	<b>110</b>	<b>100</b>
<u>Gender</u>	Male	78	70.9
	Female	32	29.1
	<b>Total</b>	<b>110</b>	<b>100</b>
<u>Age (Years)</u>	18–25	4	3.6
	26–35	38	34.5
	36–45	42	38.2
	46–60	26	23.6
	<b>Total</b>	<b>110</b>	<b>100</b>
<u>Experience (Years)</u>	1–5	28	25.5
	6–10	36	32.7
	11–15	30	27.3
	16–20	16	14.5
	<b>Total</b>	<b>110</b>	<b>100</b>

**Findings & Result**  
**Measurement Model Assessment**

Partial Least Squares Structural Equation Modeling (PLS-SEM) was used through Smart-PLS4. First the construct validity was measured. Before measuring hypotheses, it is essential to assess the model. First, composite reliability, loading and average variance was extracted.

➤ **Indicator Reliability**

**Table 2.**

<u>Variables</u>	<u>Construct Items</u>	<u>Loadings</u>
<u>Organizational Culture</u>	Managers communicate to employees the shared values of the organization	0.877
	Workers can identify and articulate the firm’s shared values	0.855
	There are very few instances when workers’ actions appear to violate the firm’s espoused values	0.85
	The coherence between candidate’s values and organizational culture is examined in the selection process	0.866
	Employees’ behaviors that are coherent with organizational culture are rewarded	0.865
	Managers provide support to employees to reach organizational goals	0.859
<u>Strategic Vision Development</u>	Managers assess organizational strengths and weaknesses	0.899
	Managers make a range of organizational strengths, according to their added value and inimitability	0.92
	Managers look for consensus to apply the planned strategy	0.89
	The business strategy tends to be translated into operational plans	0.902
	Managers define the employees’ behaviors (linked to strategy) to be rewarded	0.869
<u>Organizational Ambidexterity</u>	My organization bases its success on its ability to explore new technologies	0.842
	My organization focuses on creating products/services that are innovative	0.858
	My organization continuously explore the creative ways to satisfy its customers’ needs	0.825
	My organization aggressively ventures into new market segments	0.891
	My organization actively targets for new customers	0.828

	<u>My organization focus on continuously improving the reliability of its products/services</u>	<u>0.851</u>
	<u>My organization focus on increasing the levels of automation in its operations</u>	<u>0.863</u>
	<u>My organization regularly take feedback/surveys to check the existing customers' satisfaction</u>	<u>0.845</u>
	<u>My organization focuses on fine-tuning the existing products/ services to keep its current customers satisfied</u>	<u>0.84</u>
	<u>My organization focus on penetrating into its existing customer base</u>	<u>0.812</u>
	<u>For my organization, improving the operational efficiency is a top priority</u>	<u>0.883</u>
<b><u>Organizational Performance</u></b>	<u>The number of customers (companies/people who buy products) has increased</u>	<u>0.86</u>
	<u>The number of employees leaving their jobs from the company has increased</u>	<u>0.89</u>
	<u>Market share of our company has improved</u>	<u>0.892</u>
	<u>The size of sales has increased</u>	<u>0.872</u>
	<u>Profit level has increased</u>	<u>0.883</u>
	<u>Effective utilization of organizational resources (e.g. buildings, equipment, and materials) has improved</u>	<u>0.873</u>

Source: calculated by using Smart PLS 4

The results indicate that the all loadings are above than the standard threshold 0.70 (Hair et al., 2017) as shown in Table 2, thus, strengthen the reliability of the indicators. For Organizational Ambidexterity, the loadings range from 0.812 to 0.891, for Organizational Culture values are between 0.850 and 0.877, Organizational Performance shows loadings from 0.860 to 0.892, and for the Strategic Vision Development, the loadings range from 0.869 to 0.920. Overall, the findings confirm that all measurement items validate satisfactory reliability and there is no need to remove any indicator from the model.

#### ➤ Internal Consistency Reliability & Convergent Validity

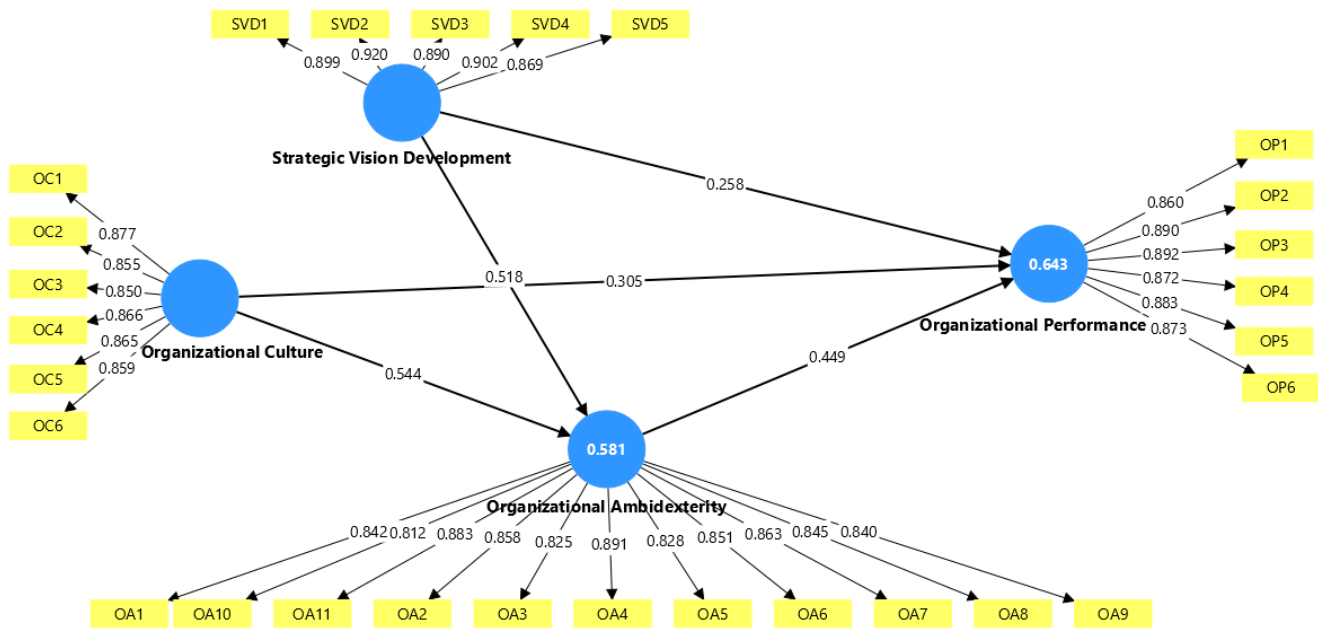
Thereafter, the reliability and validity of the measurement model were examined using Cronbach's alpha, composite reliability ( $\rho_a$  and  $\rho_c$ ), and average variance extracted (AVE). The results show that all constructs have high levels of internal consistency. Cronbach's alpha values range from 0.931 to 0.961 as shown in Table 3 and Fig 2, which is above the standard threshold of 0.70 (Hair et al., 2017). Similarly, the composite reliability values are also strong and range from 0.946 to 0.966, this indicates that the items used to measure each construct are highly reliable and above standard threshold of 0.70 (Hair et al., 2017). The AVE values between 0.721 and 0.803, exceed the minimum requirement of 0.50 (Hair et al., 2017). This confirms that the constructs have good convergent validity.

Table 3

Variables	Cronbach's alpha	Composite reliability ( $\rho_a$ )	Composite reliability ( $\rho_c$ )	AVE
OA	0.961	0.962	0.966	0.721
OC	0.931	0.936	0.946	0.743
OP	0.941	0.941	0.953	0.772
SVD	0.939	0.941	0.953	0.803

Source: calculated by using Smart PLS 4

Figure 2 Measurement Model Assessment



Source: Author designed by using Smart PLS

➤ **Discriminant Validity**

Discriminant validity was measured using the Heterotrait-Monotrait (HTMT) ratio. HTMT values measure the extent to which constructs are distinct from each other. The acceptable range is below 0.85 to confirm discriminant validity (Hair et al., 2017).

In this study, all HTMT values were below the standard threshold and ranged from 0.081 to 0.795. The HTMT values were 0.583 between Organizational Ambidexterity and Organizational Culture, 0.795 between Organizational Ambidexterity and Organizational Performance, 0.596 between Organizational Culture and Organizational Performance, 0.559 between Strategic Vision Development and Organizational Ambidexterity, 0.081 between Strategic Vision Development and Organizational Culture, and 0.538 between Strategic Vision Development and Organizational Performance. See [Table 4](#) & [Table 5](#)

The results indicate that each construct has empirical distinction from the others and confirm acceptable discriminant validity for the measurement model.

**Table 4. HTMT Ratio**

Variables	OA	OC	OP	SVD
OA				
OC	0.583			
OP	0.795	0.596		
SVD	0.559	0.081	0.538	

Source: calculated by using Smart PLS 4

**Table 5. HTMT Ratio.**

Variables	Heterotrait-monotrait ratio (HTMT)	Remarks
Organizational Culture ↔ Organizational Ambidexterity	0.583	Accepted
Organizational Performance ↔ Organizational Ambidexterity	0.795	Accepted
Organizational Performance ↔ Organizational Culture	0.596	Accepted
Strategic Vision Development ↔ Organizational Ambidexterity	0.559	Accepted

Strategic Vision Development ↔ Organizational Culture	0.081	Accepted
Strategic Vision Development ↔ Organizational Performance	0.538	Accepted

Source: calculated by using Smart PLS 4

### ➤ Collinearity Assessment (VIF)

As shown in [Table 6](#), the variance inflation factor (VIF) values for the predictor constructs in the structural model, are ranging from 1.001 to 2.384. Since all values fall well below the commonly recommended threshold of 3.3 ([Hair et al., 2022](#)), thus, there is no indication of problematic multicollinearity among the independent variables. This means that each construct provides a distinct contribution to the model and their effects can be interpreted with confidence.

Table 6. VIF.

Variables	OA	OC	OP	SVD
OA			2.384	
OC	1.001		1.706	
OP				
SVD	1.001		1.641	

Source: calculated by using Smart PLS 4

### Structural Model Evaluation

After validating the measurement model for reliability and validity, the next step involved the assessment of the structural model to test the hypothesized relationships among constructs. The evaluation focused on path coefficients,  $R^2$  values, and model fit.

### ➤ Path Coefficients ( $\beta$ )

The path coefficients were examined to determine the strength and direction of the hypothesized relationships. As shown in [Table 7](#), the analysis of the structural model indicates that all hypothesized relationships are statistically significant and support the proposed framework. Organizational Culture positively affects Organizational Ambidexterity ( $\beta = 0.544$ ,  $t = 8.702$ ,  $p < 0.001$ ) and directly influences Organizational Performance ( $\beta = 0.305$ ,  $t = 3.524$ ,  $p < 0.001$ ). Similarly, Strategic Vision Development has a significant positive impact on both Organizational Ambidexterity ( $\beta = 0.518$ ,  $t = 8.516$ ,  $p < 0.001$ ) and Organizational Performance ( $\beta = 0.258$ ,  $t = 3.246$ ,  $p = 0.001$ ), which highlights its vital role in enhancing organizational outcomes. Furthermore, Organizational Ambidexterity directly effects Organizational Performance ( $\beta = 0.449$ ,  $t = 4.458$ ,  $p < 0.001$ ), which clearly emphasizes that the balance of ambidextrous capabilities strengthens overall performance.

### ➤ Direct Effect (Path Analysis)

Table 7.

<u>Relationships</u>	<u>Beta</u>	<u>Standard deviation (STDEV)</u>	<u>T stat</u>	<u>P values</u>	<u>Remarks</u>
<u>Organizational Ambidexterity → Organizational Performance</u>	<u>0.449</u>	<u>0.101</u>	<u>4.458</u>	<u>0</u>	<u>Accepted</u>
<u>Organizational Culture → Organizational Ambidexterity</u>	<u>0.544</u>	<u>0.062</u>	<u>8.702</u>	<u>0</u>	<u>Accepted</u>
<u>Organizational Culture → Organizational Performance</u>	<u>0.305</u>	<u>0.087</u>	<u>3.524</u>	<u>0</u>	<u>Accepted</u>
<u>Strategic Vision Development → Organizational</u>	<u>0.518</u>	<u>0.061</u>	<u>8.516</u>	<u>0</u>	<u>Accepted</u>

<b>Ambidexterity</b>					
<b>Strategic Vision Development → Organizational Performance</b>	<u>0.258</u>	<u>0.08</u>	<u>3.246</u>	<u>0.001</u>	<u>Accepted</u>

Source: calculated by using Smart PLS 4

### ➤ Assessment of R<sup>2</sup> Values

The explanatory power of the structural model was assessed using R<sup>2</sup> values for the endogenous constructs. As shown in [Table 8](#), Organizational Performance (OP), the dependent variable, has an R<sup>2</sup> of 0.643 (adjusted R<sup>2</sup> = 0.633), indicate that approximately 64% of the variance in OP is explained by Organizational Culture (OC), Strategic Vision Development (SVD), and the mediating effect of Organizational Ambidexterity (OA). This reflects a substantial level of predictive accuracy.

Organizational Ambidexterity (OA), as a mediator, has an R<sup>2</sup> of 0.581 (adjusted R<sup>2</sup> = 0.573), showing that around 58% of its variance is explained by OC and SVD, which shows a moderate to substantial explanatory power. These results suggest that the predictors collectively account for a meaningful portion of the variance in the model outcomes.

**Table 8.**

Variables	R-square	R-square adjusted	Remarks
Organizational Ambidexterity	0.581	0.573	Moderate to substantial
Organizational Performance	0.643	0.633	Substantial

Source: calculated by using Smart PLS 4

### Mediation Analysis

Mediation analysis was conducted to examine whether Organizational Ambidexterity acts as a mediator between Organizational Culture and Strategic Vision Development on Organizational Performance. The results indicate that Organizational Ambidexterity partially mediates both relationships. Specifically, the indirect effect of Organizational Culture on Organizational Performance through Organizational Ambidexterity was significant ( $\beta = 0.244$ , STDEV = 0.066,  $t = 3.722$ ,  $p < 0.001$ ), and the indirect effect of Strategic Vision Development on Organizational Performance through Organizational Ambidexterity was also significant ( $\beta = 0.233$ , STDEV = 0.059,  $t = 3.941$ ,  $p < 0.001$ ). See [Table 9](#)

Since the p-values for both indirect paths are below 0.05 and the t-values exceed the standard threshold value of 1.96, these mediation effects are statistically significant. Therefore, the mediation hypotheses are also accepted and endorse that part of the influence of Organizational Culture and Strategic Vision Development on Organizational Performance operates through Organizational Ambidexterity.

**Table 9. Mediation Analysis**

<u>Relationships</u>	<u>Beta</u>	<u>Standard deviation (STDEV)</u>	<u>T stat</u>	<u>P values</u>	<u>Remarks</u>
<u>Organizational Culture → Organizational Ambidexterity → Organizational Performance</u>	<u>0.244</u>	<u>0.066</u>	<u>3.722</u>	<u>0</u>	<u>Accepted</u>
<u>Strategic Vision Development → Organizational Ambidexterity → Organizational Performance</u>	<u>0.233</u>	<u>0.059</u>	<u>3.941</u>	<u>0</u>	<u>Accepted</u>

Source: calculated by using Smart PLS 4

According to mediation analysis criteria, when both direct and indirect effects are significant, partial mediation is established. Therefore, organizational ambidexterity partially mediates the

relationships between organizational culture (IV), strategic vision development (IV) and organizational performance (DV).

### Model fit (SRMR)

Model fit was evaluated using the Standardized Root Mean Square Residual (SRMR), which was found to be 0.051. This value is below the recommended threshold of 0.08 (Henseler et al., 2016) and suggests a good fit between the proposed model and the observed data (Table 10).

Table 10.

Fit Index	Recommended Threshold	Model Value	Interpretation
SRMR	≤ 0.08	0.051	Good fit

Source: calculated by using Smart PLS 4

### Conclusion

The findings of this study revealed that organizational culture plays a fundamental role in shaping organizational performance. SMEs that promote a strong, supportive and adaptive culture are tend to experience employee engagement, collaboration and alignment of employee behaviors with the organizational goals. The results indicate that culture is not only an atmosphere but also a key driver for optimal performance. Such culture fosters an environment of shared understanding, values, commitment, expectations and norms that guide employees to act toward achievement of strategic objectives. Similarly, strategic vision development emerged as a significant predictor of organizational performance. Organizations that clearly articulate, communicate and implement their strategic vision provide employees a sense of direction and purpose, reduce ambiguity and promote goal oriented behavior. Results indicate that an organizational ambidexterity is the firm's ability to simultaneously explore new opportunities (innovation, experimentation) and exploit existing capabilities (efficiency, process optimization) emerges as an important instrument through which culture and vision translate into measurable performance improvements.

### Theoretical Implications

This research is based on the Resource-Based View (RBV) which explains the organizational culture as an internal organizational resource and a capability to drive performance outcomes. The findings of this study suggest that a supportive, innovative organizational culture, when aligned with a well-articulated and communicated strategic vision, contributes directly to the improved performance and indirectly through organizational ambidexterity. This study extends understanding through the lens of Dynamic Capability framework and highlights that SMEs can dynamically sense and explore opportunities, utilize existing strength and resources in response to the changing market conditions. Through the integration of Resource Based View and Dynamic Capability framework perspectives this study provides scholars and practitioners with an understanding of how organizational culture, strategic vision and ambidexterity interact dynamically that ultimately enhance performance in SMEs.

### Managerial Implications

The findings of this study offer actionable insights for SME managers and leaders. The leaders and managers must invest in such environment that promotes shared values, encourages collaboration and promotes learning, innovation and adaptability within the organization. They must pay attention to nurture a healthy organizational culture that can enhance employee motivation, commitment, adaptability and fosters a sense of belonging that drives optimal performance. Leaders may ensure that the strategic vision is well-defined, effectively communicated and executed. They must communicate the vision to all hierarchal levels of the organizations and ensure its compliance accordingly. Promotion of organizational ambidexterity is gaining attention of the scholars. Managers should promote ambidextrous capabilities of balancing the exploitation and exploration.

## Limitations & Future Recommendations

This study has several limitations e.g. cross-section design, focused only on garments industry and four key constructs. Based on the findings and limitations, future researchers are recommended to adopt longitudinal studies with cross-industry comparisons and mixed-method research approaches. Future researchers can consider the sustainable development practices as fundamental concern of today's world. Therefore, future studies can alter the model by introducing variables such as Green Organizational Culture, Green Vision, Green Ambidexterity and Green Performance. This kind of model can be tested in different sectors and industries. Also, researchers can expand model by investigating other variables and mediators such as leadership effectiveness or technological capabilities to enrich the model and better explain variations in SME performance.

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