

**INFORMATION PAGE ON NEW ACADEMIC AND
THEORETICAL CONTRIBUTIONS OF THE DISSERTATION**

Dissertation Title: **The impact of the ambidextrous organization model on sustainable development: the mediating role of entrepreneurial orientation in Mekong delta SMEs.**

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THE NEW CONTRIBUTIONS OF THE DISSERTATION

On the theoretical side, the dissertation makes four principal contributions: (1) Empirically validating the second-order structure of the Ambidextrous Organization (AO) model, comprising Exploitation and Exploration, as a strategic synergy rather than a trade-off; (2) Refining Resource-Based Theory (RBT) through the moderating role of Resource Orchestration Capability (ROC) in the AO-EO relationship, while also refining Resource Dependence Theory (RDT) by showing that Mekong Delta SMEs manage resource dependence primarily through informal partnership networks rather than ownership control; (3) Providing empirical evidence that Entrepreneurial Orientation (EO) does not directly affect Sustainable Development (SD), thereby establishing an important boundary condition for this mediation mechanism; (4) Constructing an integrated multidimensional SD framework spanning Economic, Social, and Environmental dimensions, while contextualizing Social Network Theory (SNT) for a transition economy.

On the practical side, the study provides a predictable SD roadmap for three groups of stakeholders in the Mekong Delta: enterprises (standardizing AO structures and prioritizing ROC investment over asset ownership), business associations (standardizing ROC training and building shared resource networks), and local government (integrating the AO-ROC framework into existing SME support policies).

1.Theoretical Contributions

First, the study extends AO theory by modeling it as a second-order construct comprising two first-order components, Exploitation and Exploration, empirically validated using data from SMEs in the Mekong Delta. The findings demonstrate that AO represents a synergistic combination rather than a trade-off, reinforcing Gibson & Birkinshaw's (2004) perspective, while confirming that AO can be cultivated from within through organizational culture and endogenous managerial capability, not necessarily through structurally separated units as in large corporations.

Second, the dissertation deepens RBT by establishing the moderating role of ROC in the AO-EO relationship, integrating the updated perspective of Helfat et al. (2023) to argue that under conditions of scarcity, the capability to coordinate resources matters more than asset scale. At the same time, the study refines RDT as originally formulated by Pfeffer & Salancik (1978). Unlike the theory's original emphasis on ownership control, Mekong Delta SMEs manage resource dependence primarily through informal partnership networks. This finding extends the theory by shifting its central question from "What does the firm own?" to the more practically relevant question, "How does the firm manage what it has?"

Third, the rejection of Hypothesis H2 (EO does not directly affect SD) constitutes a critical contribution to the mainstream literature represented by Lumpkin & Dess (1996). The dissertation demonstrates that EO is a necessary but not sufficient condition, consistent with Hervas-Oliver et al.'s (2015) view, thereby establishing an important boundary condition for a mediation mechanism widely accepted in the literature and opening a new research direction concerning the missing conversion links between innovative thinking and actual sustainable outcomes.

Fourth, the study establishes an integrated theoretical framework for multidimensional sustainable development by integrating the economic, social, and environmental dimensions into a unified construct. It further contextualizes Social Network Theory within a transition economy, demonstrating that informal relationship networks function as the primary substitute mechanism for weak capital and information market institutions, thereby advancing the theoretical understanding of sustainable management.

2. Practical Contributions

For enterprises: The findings suggest that firms should standardize AO down to the middle-management level, operating exploitation and exploration in parallel rather than confining ambidextrous thinking to top leadership. Firms should also prioritize investment in ROC over expanding asset ownership, given ROC's direct and independent effect on SD, while establishing risk-controlled innovation testing mechanisms to address the gap between EO and sustainable outcomes.

For business associations: Business associations serve as an intermediary that enables member firms to jointly attain these capabilities at lower cost than firms could individually, by standardizing industry-level ROC training programs, formalizing informal partnership networks into a shared resource-coordination platform, and establishing co-funded, cross-firm innovation testing pools.

For local government: The study provides a scientific basis for local governments to design SME support policies in the Mekong Delta along three priority directions: integrating the AO-ROC capability framework into existing SME training programs rather than allocating new resources outright; developing regional innovation centers modeled on industry clusters; and designing tax incentives and green credit schemes tied to measurable performance indicators rather than mere statements of innovation intent.

3. Summary of the Dissertation's Contributions

This study was conducted to explore the mechanisms of interaction among AO, EO, ROC, and SD. The structural model testing results fully address the research questions posed, while yielding findings of value both theoretically and practically.

On the theoretical side, the dissertation demonstrates that AO is a synergistic construct rather than a trade-off, ROC is a mechanism that amplifies strategic capability from both an internal RBT and RDT, and SD is a predictable outcome when these factors operate in concert. Notably, the rejection of EO's direct effect on SD establishes an important boundary condition, opening a new research direction concerning the missing mediating links in the chain from innovative thinking to actual sustainable outcomes, while the contextualization of SNT affirms the role of informal networks in transition economies.

On the practical side, the study provides SMEs, business associations, and local government in the Mekong Delta with a coordinated roadmap: firms build AO and prioritize ROC development, associations standardize training and share resource networks, and government integrates the AO-ROC framework into existing support policies rather than allocating resources outright. This constitutes a practical scientific foundation for all three groups of stakeholders to work collectively toward a more sustainable business ecosystem for SMEs in the Mekong Delta.