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# Enhancing Sustainable Business Performance in Shopping-Mall through Ambidexterity Orientation: The Mediating Role of Strategic Flexibility

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***Abstract:***

*As Indonesia's retail landscape grows increasingly volatile and complex, shopping malls face mounting pressure to remain competitive by pursuing both innovation and efficiency. This dual strategy known as ambidexterity reflects the Resource-Based View (RBV), which emphasizes leveraging valuable internal capabilities. However, to achieve sustainable business performance, ambidexterity must be complemented by the Dynamic Capabilities View (DCV), which highlights an organization's ability to adapt and reconfigure strategies in response to environmental changes. This study investigates the mediating role of strategic flexibility in the relationship between ambidexterity orientation and sustainable business performance. A quantitative survey was conducted with 161 top managers from shopping malls located in Jakarta, West Java, and Banten. Data were analyzed using Structural Equation Modeling (SEM) with AMOS 24, yielding an acceptable model fit (CFI = 0.915; RMSEA = 0.076; $\chi^2/df$ = 1.91). The findings reveal that ambidexterity orientation does not directly influence sustainable business performance. Instead, strategic flexibility fully mediates this relationship, highlighting the crucial role of adaptability in converting ambidextrous capabilities into sustainable outcomes. This research advances strategic management theory by emphasizing how dynamic capabilities shape the impact of internal strengths on long-term performance. For practitioners, the study suggests that investing in strategic flexibility is essential for translating ambidextrous strategies into lasting competitive advantage.*

***Keywords***: *ambidexterity orientation, strategic flexibility, sustainable business performance, shopping malls, dynamic capabilities*

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## 1. Introduction

The retail industry, particularly shopping malls, is undergoing a major structural shift. The emergence of e-commerce platforms, the prolonged impact of the COVID-19 pandemic, and the evolving preferences of modern consumers have collectively contributed to a decline in mall visitation. These disruptions have led to the rise of abandoned malls with significantly reduced visitors and even dead malls, which have

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ceased operations entirely. One of the most visible consequences of this decline is the deterioration in the financial performance of shopping malls.

A key metric in evaluating mall performance is the occupancy rate, which indicates the proportion of leasable space that is occupied by tenants. A high occupancy rate reflects strong interest, implying continued customer traffic and a healthy business environment. Conversely, a low occupancy rate suggests that tenants are reluctant to lease space, often due to a drop in visitors, ultimately affecting the mall's financial health. Recent data from Jakarta and the Greater Jakarta area (Jabodetabek) for the third quarter of 2024 show that occupancy rates vary considerably across different mall grades, revealing disparities in resilience and strategic positioning.

**Table 1. *Occupancy Rate by Mall Grade* in Jakarta and Greater Jakarta**

| ***Mall Grade*** | **Jakarta** | | | **Greater Jakarta Area** | | |
|---|---|---|---|---|---|---|
| | **Q3-2023** | **Q3-2024** | **YOY** | **Q3-2023** | **Q3-2024** | **YOY** |
| *Premium* | 86,2% | 86,9% | 0,7% | NA | NA | NA |
| *Middle-Upper* | 85,0% | 87,9% | 2,9% | 84,9% | 71,9% | -13% |
| *Middle* | 69,5% | 69,4% | -0,05% | 73,8% | 71,6% | -2,3% |
| *Middle-Lower* | 49,6% | 50,9% | 1,3% | 62,5% | 62,3% | -0,2% |

Sumber: *Colliers Report*, 2024

In Jakarta, premium-grade shopping malls demonstrated a consistently high and stable occupancy rate, increasing slightly from 86.2% to 86.9%, reflecting a modest 0.7% year-on-year (YOY) growth. The most notable improvement was observed in middle-upper malls, which experienced a significant increase from 85.0% to 87.9% (+2.9% YOY). In contrast, middle-grade malls recorded a marginal decline of 0.05%, while middle-lower malls showed a slight improvement, rising from 49.6% to 50.9% (+1.3% YOY). Conversely, the Greater Jakarta Area exhibited a downward trend across most mall segments. Middle-upper malls experienced a sharp decline in occupancy from 84.9% to 71.9% (-13% YOY), while middle-grade malls declined by 2.3%. Middle-lower malls remained relatively stable, with a minimal reduction of 0.2%. Data for premium malls in the Greater Jakarta Area were not available.

These disparities underscore the increasing polarization in shopping mall performance across both regions and market segments, reflecting broader structural challenges within the industry. The phenomenon of underperforming or even closed malls (so-called “dead malls”) illustrates the strategic dilemma faced by mall operators in maintaining sustainable business performance. From the perspective of the Resource-Based View (RBV) and dynamic capabilities theory, the sustainability of business performance in shopping malls is shaped not solely by external market positioning but more fundamentally by an organization’s ability to develop, integrate, and mobilize its internal capabilities. One such critical capability is ambidexterity orientation to simultaneously explore new opportunities while exploiting existing competencies (Gil-Marques & Moreno-Luzon, 2020; Saleh et al., 2023). RBV emphasizes that ambidexterity is a strategic pathway to long-term competitive advantage, especially in turbulent market environments (Katou et al., 2023; Karman & Savanevičienė,

2021). For shopping malls facing declining occupancy rates and changing consumer behaviors, fostering ambidextrous capabilities within organizational routines and leadership practices is vital for maintaining resilience and adaptability (Li et al., 2022; Zeng et al., 2017; Jacobs & Maritz, 2020).

In parallel, strategic flexibility, the firm's ability to respond swiftly and effectively to market changes, plays a pivotal role in sustaining performance in volatile conditions. Strategic flexibility enables organizations to reconfigure resources, redesign strategies, and realign business models in response to disruptions (Ahmed et al., 2024). In the post-pandemic era, where consumer patterns and retail dynamics have shifted rapidly, strategic flexibility allows shopping malls to adapt to uncertainties through dynamic governance, real-time decision-making, and scenario-based planning (Wided, 2023). Moreover, this flexibility supports the continuous alignment between internal competencies and external demands, thus enhancing sustainable competitive advantage (Suryantini et al., 2024). Integrating ambidextrous orientation with strategic flexibility thus constitutes a dual capability framework that empowers shopping malls to innovate while remaining operationally efficient. This combination enables firms to not only survive but thrive amid uncertainty, disruption, and evolving customer expectations.

Given the increasing complexity and volatility of market environments there is a growing need to move beyond traditional, externally focused strategies toward more dynamic, capability-driven approaches. Ambidexterity orientation, as a key enabler of organizational agility and innovation, has been widely acknowledged; however, its impact on sustainable business performance may depend on the presence of mediating organizational mechanisms such as strategic flexibility.

Although previous studies have examined ambidexterity, strategic flexibility, and sustainability performance as separate constructs, empirical research testing the mediating role of strategic flexibility in the relationship between ambidexterity orientation and sustainable business performance in the shopping mall sector remains limited. This sector presents a particularly relevant context due to its constant need to balance operational efficiency with continuous innovation in response to changing consumer behavior and the rise of digital retail. As such, shopping malls provide a dynamic setting for investigating how internal capabilities and adaptive mechanisms interact to sustain performance, particularly in emerging markets like Indonesia.

**Research Question:** To what extent does strategic flexibility mediate the relationship between ambidexterity orientation and sustainable business performance in the context of shopping malls?

## 2. Theoretical Background

**Integrating RBV and DCV in Retail Transformation:** Shopping-malls now compete in a landscape shaped by e-commerce, social media, and fast-shifting consumer lifestyles. Understanding why some malls flourish while others decline calls

for an integrated theoretical lens that explains both what resources matter and how those resources are renewed. The Resource-Based View (RBV) supplies the first half of this lens: it argues that sustainable advantage arises from valuable, rare, inimitable, and non-substitutable (VRIN) assets such as a prime location, iconic architecture, strong brand equity, advanced digital infrastructure, and highly skilled personnel (Rodrigues & Franco, 2019; Ameer & Khan, 2020). Yet static possession of VRIN resources is rarely enough in turbulent retail markets.

The Dynamic Capabilities View (DCV) complements RBV by shifting attention from asset stockpiling to asset orchestration. Dynamic capabilities routines that sense market shifts, seize emerging opportunities, and reconfigure resources faster than rivals, enable malls to refresh tenant mixes, roll out experiential zones, and expand digital touchpoints in real time (Teece et al., 1997; Bari et al., 2022; Ying & Jin, 2023). Together, RBV and DCV form a cohesive platform: RBV identifies the foundations of competitive strength, while DCV explains continuous adaptation, yielding an integrated view of retail transformation.

**Sustainable business performance, Ambidexterity Orientation, Strategic Flexibility:** Sustainable Business Performance (SBP) represents the ultimate outcome. SBP is more than profit; it captures a mall's ongoing ability to generate economic returns while staying aligned with social and environmental expectations (Sebhatu, 2008). Financial solidity can, in turn, fund community engagement, eco-friendly retrofits, and social innovation, reinforcing long-term competitiveness (Bratianu, 2015; Epstein & Buhovac, 2014). Thus, SBP is a moving target achieved when VRIN resources are continuously renewed through dynamic capabilities.

Achieving that renewal hinges on two interlocking organizational mechanisms. Ambidexterity orientation (AO) refers to the deliberate balancing of exploration (new ideas, partnerships, and technologies) and exploitation (efficiency and incremental improvement) (March, 1991; He & Wong, 2004). In a mall, exploration might take the form of pop-up concepts or immersive leisure spaces, whereas exploitation tightens leasing processes and cuts operating costs. AO draws on RBV because it leverages existing strengths, yet it is realized fully only when DCV processes allow quick switching between exploratory and exploitative logics (Benner & Tushman, 2003).

The second mechanism, Strategic Flexibility (SF), converts ambidextrous intent into action. Defined as the capacity to realign strategies, resources, and partnerships at speed (Aaker & Mascarenhas, 1984; Herhausen et al., 2021), SF equips a mall with option portfolios (alternative layouts, revenue models, and digital channels) that can be activated or abandoned as conditions change (Sanchez, 1995). In essence, SF operationalizes dynamic capabilities by translating market signals into rapid tenant reconfiguration and service innovation (Hitt et al., 1998).

Linking these concepts yields the study's central logic: RBV provides the resource base; DCV ensures continual renewal; AO instills a dual learning mindset; and SF executes timely reallocations. Consequently, ambidexterity orientation alone may not

translate into sustainable business performance unless mediated by strategic flexibility. Testing this mediation in Indonesian shopping malls addresses a notable empirical gap and grounds the study's hypotheses in a coherent RBV–DCV synthesis.

## 3. Methodology

This research employs a descriptive quantitative approach. The study focuses on owners and managers of shopping malls located in three Indonesian provinces: Special Capital Region of Jakarta, Banten, and West Java. These regions were chosen due to their high concentration of commercial shopping centers and strategic significance in Indonesia's retail and real estate sectors. To ensure fair and representative sampling across geographic areas, the study utilizes a cluster random sampling technique. A total of 161 respondents were selected from various mall clusters in the provinces, ensuring adequate variation in organizational size and management characteristics.

Data were gathered using structured survey questionnaires designed to assess the constructs of Ambidexterity Orientation, Strategic Flexibility, and Sustainable business performance. The questionnaires were distributed through a combination of in-person delivery and online platforms (e.g., Google Forms), enabling broader accessibility and convenience for the participants. This study examines the mediating effect using the bootstrapping approach, implemented through AMOS Version 24. Bootstrapping is a non-parametric statistical procedure (Preacher & Hayes, 2008; Turnes & Ernst, 2015) used to estimate confidence intervals for mediation effects by repeatedly resampling from the original dataset (Hayes & Rockwood, 2017).

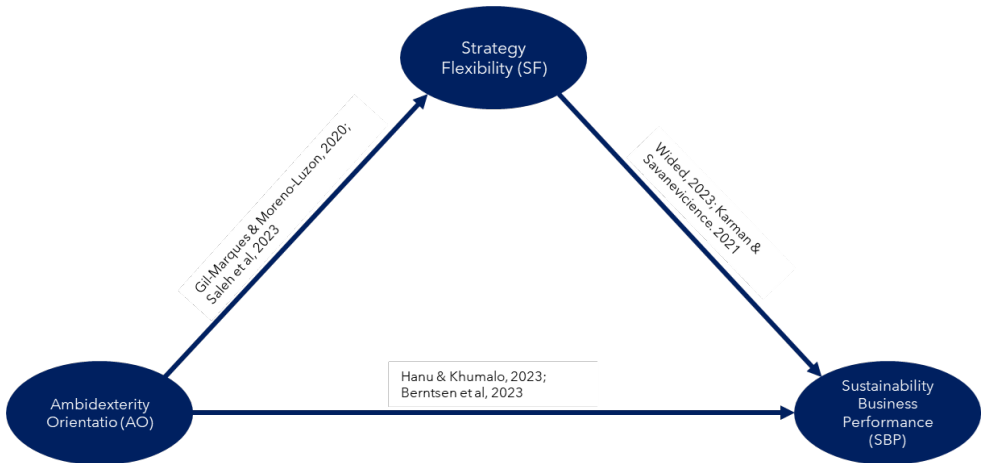


**Figure 1. Research Framework**
Source: 2025 processed original data

**Table 1. Table of Constructs**

| Construct | Sample Item | Sources |
|---|---|---|
| Ambidexterity Orientation (AO) | **Explorative Orientation**<br>1. Seeking new technology ideas by thinking "outside the box"<br>2. Success lies in the ability to explore new technologies<br>3. Creating innovative products or services for the company<br>4. Actively targeting new customer groups<br>5. Acquiring completely new managerial and organizational skills<br>**Exploitative Orientation**<br>1. Committed to improving quality and reducing costs<br>2. Increasing the level of automation in its operations<br>3. Continuous surveying satisfaction among existing customers<br>4. Penetrating deeper into the existing customer base<br>5. Investing in enhancing skills in utilizing mature technologies that improve operational productivity | Solís-Molina et al., 2018; Clause et al, 2020; Cancela et al., 2022; Farzaneh et al., 2022 |
| Strategic Flexibility (SF) | **Mission & Objective Flexibility**<br>1. Response to new innovations offered by competitors<br>2. Response to emerging trends<br>3. Response to changes in economic variables<br>4. Response to changes in social and cultural variables<br>**Resource Flexibility**<br>1. Flexibility in allocating marketing resources<br>2. Flexibility in allocating operational resources<br>3. Flexibility in allocating information systems resources<br>**Policy Flexibility**<br>1. Tolerance for violations of operational procedures<br>2. Coordination and communication mechanisms between departments/divisions<br>3. Ability to change strategy<br>4. Ability to change organizational structure | Awais et al., 2023b; Sanchez, 1995; Gelhard & von Delft, 2016; Atkinson et al., 2022 |
| Sustainable Business Performance (SBP) | **Business Performance**<br>1. Company Profit Level<br>2. Comparison of Company (Profit) vs Target<br>3. Business Performance Compared to Competitors<br>4. Providing Visitor Satisfaction<br>5. Providing Tenant Satisfaction<br>**Social & Environment Performance**<br>1. Occupancy Rate Level<br>2. Mall Management Performance in Ensuring Employee Welfare<br>3. Mall's Contribution to society<br>4. Mall's Contribution to Environmental Preservation and Cleanliness<br>5. Amount of the Company's Corporate Social Responsibility (CSR) Allocation | Elkington, 2004; Székely & Knirsch, 2005; Schwartz dan Carroll, 2008; Cardona & Rey, 2009; Bratianu, 2015; Katarzyna, 2016; Haseeb et al., 2019 |

## 4. Empirical Findings/Result

**Instrument Test**

To ensure the accuracy and consistency of the measurement tools, validity and reliability tests were conducted. Instrument validity was evaluated using corrected item-total correlation, with a minimum acceptable threshold of 0.440. Items falling below this threshold were deemed invalid and subsequently removed from the analysis. The results indicated that three items from the Ambidexterity Orientation construct (items 1, 3, and 10) and two items from the Sustainable Business Performance construct (items 23 and 25) were invalid. All items under the Strategic Flexibility construct met the validity criteria. Invalid items may be ambiguous or less relevant, potentially causing confusion among respondents and compromising the overall quality of the collected data. However, the removal of these items did not alter the conceptual coverage or measurement integrity of the respective constructs, as the remaining valid items continued to represent the core dimensions of each variable.

After excluding the invalid items, reliability analysis was performed using Cronbach's Alpha. The reliability coefficients were 0.909 for Ambidexterity Orientation, 0.910 for Strategic Flexibility, and 0.815 for Sustainable Business Performance. These values exceed the commonly accepted threshold of 0.70, indicating strong internal consistency within each construct. Based on these results, the measurement instruments employed in this study are both valid and reliable for subsequent data analysis.

**Table 2. Validity and Reliability Test Results**

| Variable | No. Item | Item Tidak Valid* | Koefisien $C_\alpha$** |
|---|---|---|---|
| *Ambidexterity Orientation* (AO) | 1-10 | 1, 3, 10 | 0,909 |
| *Strategic Flexibility* (SF) | 11-21 | - | 0,910 |
| *Sustainable business performance* (SBP) | 22-32 | 23, 25 | 0,815 |

Source: 2025 processed original data

Since each variable's Cronbach's Alpha coefficient esteem is higher than the study's pivotal esteem of 0.6, the reliability result comes about illustrating the legitimacy of each variable utilized within the think about.

**Test of normalcy, Outlier, Multicollinearity**

The processed data must meet the normality test, outlier test and multicollinearity test according to the specified criteria.

**Table 3. Assesment of Normality (Ambidexterity Orientation)**

| Item | Min | Max | Skew | c.r. | Kurtosis | c.r. |
|---|---|---|---|---|---|---|
| ELO.1 | 3,000 | 6,000 | -,370 | -1,915 | -1,054 | -2,729 |
| ELO.4 | 3,000 | 7,000 | -,276 | -1,432 | -,662 | -1,715 |
| ELO.3 | 3,000 | 7,000 | ,177 | ,915 | -,155 | -,401 |
| ELO.2 | 3,000 | 7,000 | -,180 | -,930 | -,415 | -1,076 |
| ERO.5 | 3,000 | 7,000 | -,141 | -,732 | -,152 | -,394 |
| ERO.4 | 3,000 | 7,000 | ,028 | ,147 | -,672 | -1,740 |

| Item | Min | Max | Skew | c.r. | Kurtosis | c.r. |
|---|---|---|---|---|---|---|
| ERO.2 | 3,000 | 7,000 | ,137 | ,707 | ,255 | ,660 |
| **Multivariate** | | | | | **9,229** | **5,216** |

Source: 2025 processed original data

Based on the normality assessment using the criteria (Skewness < 2; Kurtosis < 10; Multivariate C.R < 5), the multivariate data are not normally distributed, as the Multivariate C.R value exceeds 5, specifically 5.558. The outlier test using Mahalanobis distance ($d^2$), with the criterion ($d^2 < \chi^2$) at a significance level of $\alpha = 0.001$ and degrees of freedom (df) = 7, yields a $\chi^2$ value of 24.3219. According to this assessment, two observations are identified as outliers (with $d^2 > 24.3219$), namely observation numbers 2 and 93. Therefore, it was decided to remove these two data points from the analysis. In the multicollinearity test, the correlation between indicators is below 0.90, and the determinant of the sample covariance matrix is 0.007. Thus, there is no multicollinearity detected in the measurement model (CFA) for the Ambidexterity Orientation variable.

**Table 4.** ***Assesment of Normality*** **Variabel SF**

| Item | Min | Max | Skew | c.r. | Kurtosis | c.r. |
|---|---|---|---|---|---|---|
| PF.4 | 4,000 | 7,000 | -,075 | -,384 | -1,273 | -3,275 |
| RF.1 | 4,000 | 7,000 | ,230 | 1,183 | -,377 | -,971 |
| PF.3 | 4,000 | 7,000 | ,088 | ,452 | -,721 | -1,856 |
| PF.2 | 4,000 | 7,000 | -,067 | -,344 | -1,021 | -2,628 |
| MOF.4 | 4,000 | 6,000 | -,086 | -,441 | -1,297 | -3,339 |
| PF.1 | 4,000 | 6,000 | ,088 | ,453 | -,862 | -2,220 |
| RF.3 | 4,000 | 7,000 | ,361 | 1,858 | -,636 | -1,637 |
| RF.2 | 4,000 | 7,000 | ,228 | 1,176 | -,247 | -,636 |
| MOF.3 | 4,000 | 7,000 | -,077 | -,395 | -,771 | -1,983 |
| MOF.2 | 4,000 | 7,000 | -,046 | -,239 | -,752 | -1,935 |
| MOF.1 | 2,000 | 7,000 | -,024 | -,123 | ,675 | 1,737 |
| **Multivariate** | | | | | **4,295** | **1,601** |

Source: 2025 processed original data

Based on the normality assessment using the criteria (Skewness < 2; Kurtosis < 10; Multivariate C.R < 5), both univariate and multivariate data are normally distributed. The outlier test using Mahalanobis distance ($d^2$), with the criterion ($d^2 < \chi^2$) at a significance level of $\alpha = 0.001$ and degrees of freedom (df) = 11, yields a $\chi^2$ value of 31.2641. According to this assessment, one observation is identified as an outlier (with $d^2 > 31.2641$), specifically observation number 116. Therefore, it was decided to remove this data point from the analysis. In the multicollinearity test, the correlation between indicators is below 0.90; however, the determinant of the sample covariance matrix is 0.000 (approaching zero), indicating that multicollinearity exists in the CFA measurement model for the Strategic Flexibility variable. To address this issue, the CFA model for the Strategic Flexibility variable was revised by re-specifying or removing overlapping indicators that contributed to multicollinearity. Following these

adjustments, the determinant of the covariance matrix increased to an acceptable level, and the model fit improved. Therefore, the multicollinearity problem was successfully resolved, ensuring the robustness and reliability of the measurement model for subsequent analysis.

**Table 5. *Assesment of Normality* Variabel SBP**

| Item | Min | Max | Skew | c.r. | Kurtosis | c.r. |
|---|---|---|---|---|---|---|
| SEP.5 | 16,810 | 19,670 | -,980 | -4,997 | ,523 | 1,334 |
| SEP.1 | 5,000 | 10,000 | ,449 | 2,292 | -,310 | -,790 |
| BP.5 | 4,000 | 6,000 | ,000 | ,000 | -1,375 | -3,506 |
| SEP.4 | 4,000 | 6,000 | ,105 | ,534 | -1,054 | -2,686 |
| SEP.3 | 4,000 | 6,000 | -,072 | -,369 | -,851 | -2,169 |
| SEP.2 | 4,000 | 7,000 | -,056 | -,284 | -1,245 | -3,174 |
| BP.4 | 4,000 | 6,000 | ,055 | ,281 | -,552 | -1,406 |
| BP.3 | 4,000 | 7,000 | ,074 | ,379 | -,798 | -2,034 |
| BP.1 | 1,000 | 4,000 | ,247 | 1,258 | -,416 | -1,059 |
| **Multivariate** | | | | | **-5,008** | **-2,223** |

Source: 2025 processed original data

Based on the normality assessment using the criteria (Skewness < 2; Kurtosis < 10; Multivariate C.R < 5), the univariate data are not normally distributed. The outlier assessment using Mahalanobis distance ($d^2$), with the criterion ($d^2 < \chi^2$) at a significance level of $\alpha = 0.001$ and degrees of freedom (df) = 16, results in a $\chi^2$ value of 27.8772. According to this assessment, no observations are identified as outliers (all $d^2$ values are < 27.8772); therefore, no data points were removed. In the multicollinearity test, although the correlations between indicators are below 0.90, the determinant of the sample covariance matrix is 0.000 (approaching zero), indicating that multicollinearity exists in the CFA measurement model for the Distinctive Advantage variable. The multicollinearity issue was addressed using the same approach as in the previous analysis.

**Table 6. Summary of the results of the CFA model for AO variables**

| Test Statistic | Test Criteria | Ambidexterity Orientation | | Strategic Flexibility | | Sustainable business performance | |
|---|---|---|---|---|---|---|---|
| | | Stat | Result | Stat | Result | Stat | Result |
| Chi Square | - | 11,314 | - | 45,645 | | 24,414 | |
| Degree of Freedom | - | 13 | - | 35 | | 17 | |
| p-Value | > 0,05 | 0,585 | Fit | 0,224 | Fit | 0,109 | Fit |
| Cmin/DF | < 2,00 | 0,870 | Fit | 1,172 | Fit | 1,436 | Fit |
| RMSEA | < 0,08 | 0,000 | Fit | 0,033 | Fit | 0,053 | Fit |
| Goodness of Fit Index (GFI) | > 0,90 | 0,981 | Fit | 0,958 | Fit | 0,965 | Fit |
| Adjusted Goodness of Fit (AGFI) | > 0,90 | 0,958 | Fit | 0,921 | Fit | 0,925 | Fit |
| Comparative Fit Index (CFI) | > 0,90 | 1,000 | Fit | 0,994 | Fit | 0,988 | Fit |
| Tucker Lewis Index (TLI) | > 0,90 | 1,004 | Fit | 0,990 | Fit | 0,980 | Fit |

Source: 2025 processed original data

The table presents the results of goodness-of-fit tests for the measurement models of three latent variables: Ambidexterity Orientation, Strategic Flexibility, and Sustainable business performance. Several fit indices were evaluated, including Chi-

Square, Cmin/DF, RMSEA, GFI, AGFI, CFI, and TLI, to assess the adequacy of the models. For the Ambidexterity Orientation variable, the Chi-Square value is 11.314 with 13 degrees of freedom and a p-value of 0.585, indicating a good model fit. The Cmin/DF value is 0.870 (< 2.00), and the RMSEA is 0.000 (< 0.08), both reflect excellent fit. Other indices, such as GFI (0.981), AGFI (0.958), CFI (1.000), and TLI (1.004), all exceeded the recommended threshold of 0.90, further confirming the model's adequacy. For the Strategic Flexibility variable, the Chi-Square value is 45.645 with 35 degrees of freedom and a p-value of 0.224, which is greater than 0.05, indicating a good fit. The Cmin/DF is 1.172 and the RMSEA is 0.033, both within acceptable ranges. Additionally, GFI (0.958), AGFI (0.921), CFI (0.994), and TLI (0.990) all meet the criteria for good fit, suggesting that the measurement model for this variable is acceptable. The Sustainable business performance variable shows a Chi-Square value of 24.414 with 17 degrees of freedom and a p-value of 0.109, supporting model fit. The Cmin/DF is 1.436 and RMSEA is 0.053, both within acceptable thresholds. The GFI (0.965), AGFI (0.925), CFI (0.988), and TLI (0.980) values are all above the recommended cut-off, indicating a well-fitting model. Overall, based on the results of all fit indices, the measurement models for all three variables meet the recommended criteria and can be considered valid and reliable for further structural model analysis using CB-SEM.

**Structural Equation Modeling**

After conducting the measurement model for each research variable, the next step is to test the structural model by combining all research variables in accordance with the proposed research model.

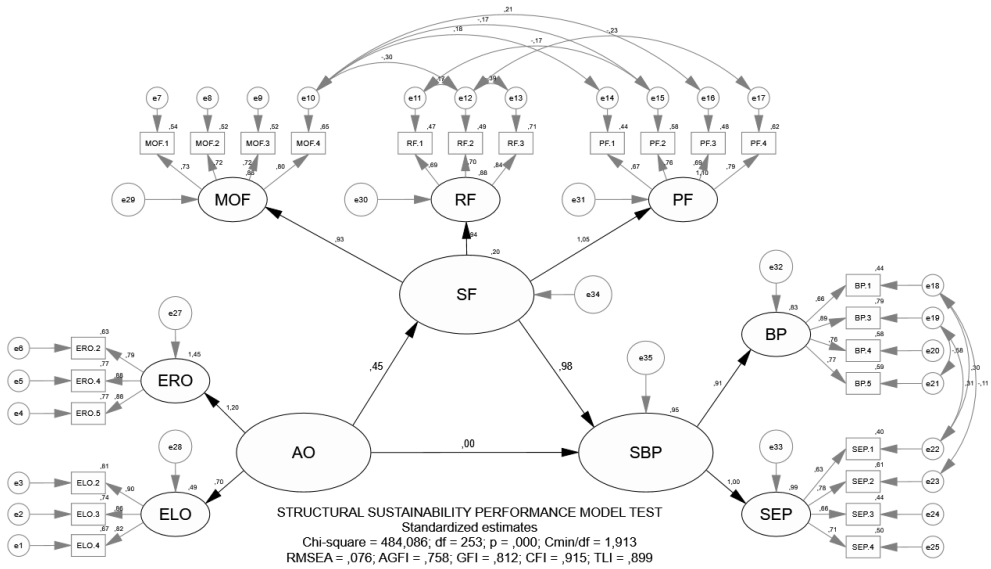


**Figure 2. Structural Model**

Source: 2025 processed original data

The structural model illustrates the relationship between Ambidexterity Orientation, Strategic Flexibility, and Sustainable business performance, analyzed through a

standardized SEM approach. Ambidexterity Orientation is reflected through two key dimensions: Exploratory Orientation and Exploitative Orientation. These two constructs significantly influence Strategic Flexibility, which in turn is shaped by three components—Manufacturing/Operational Flexibility, Resource Flexibility, and Process Flexibility. Strategic Flexibility then directly impacts Sustainable business performance, which is measured through both Business Performance and Sustainable Environmental Performance.

The results reveal that Ambidexterity Orientation positively affects Strategic Flexibility (β = 0.45), and Strategic Flexibility significantly influences Sustainable business performance (β = 0.20). However, Ambidexterity Orientation has no direct effect on Sustainable business performance (β = 0.00), indicating a full mediation by Strategic Flexibility. The model fit indices show that the model fits the data adequately, with CMIN/DF at 1.913, RMSEA at 0.076, and CFI at 0.915, although some indices like GFI and AGFI fall slightly below the ideal threshold. Overall, the model supports the theoretical framework, emphasizing the mediating role of Strategic Flexibility in linking organizational ambidexterity with sustainable performance outcomes.

**Results**

**Table 7. Full Model Research Estimation Results**

| | | | Estimate | | S.E. | C.R. | *P* |
|---|---|---|---|---|---|---|---|
| | | | **RW** | **SRW** | | | |
| SF | ← | AO | 0,227 | 0,448 | 0,058 | 3,898 | *** |
| SBP | ← | AO | 0,000 | 0,000 | 0,016 | 0,001 | 0,999 |
| SBP | ← | SF | 0,820 | 0,975 | 0,113 | 7,276 | *** |

Source: 2025 processed original data

The table presents the structural path analysis results from the SEM model. The results indicate that Ambidexterity Orientation (AO) has a significant positive effect on Strategic Flexibility (SF), with an unstandardized estimate of 0.227 and a standardized regression weight of 0.448. This relationship is statistically significant, as indicated by a critical ratio (C.R.) of 3.898 and a p-value less than 0.001 (***). However, the direct effect of Ambidexterity Orientation (AO) on Sustainable business performance (SBP) is not significant. The regression weight is 0.000 with a standardized estimate of 0.000, a very low C.R. of 0.001, and a p-value of 0.999, suggesting no direct impact. In contrast, Strategic Flexibility (SF) has a strong and significant positive effect on Sustainable business performance (SBP), with an unstandardized estimate of 0.820 and a standardized regression weight of 0.975. The critical ratio of 7.276 and a p-value below 0.001 (***) confirm the statistical significance of this path. These results suggest that Strategic Flexibility fully mediates the relationship between Ambidexterity Orientation and Sustainable business performance.

**Table 8. Results of Goodness of Fit Evaluation of Full Research Model**

| No | *Goodness of Fit Measure* | *Cut off Value* | Hasil | Evaluasi |
|---|---|---|---|---|
| | ***Absolute Fit Measure*** | | | |
| 1 | *Chi Square ($x^2$)/df=654* | < 2,00 | 1,913 | *Good Fit* |
| 2 | *Goodness of Fit Index (GFI)* | GFI ≥ 0.90 *good fit*, 0.80 ≤ GFI < 0.90 marginal fit | 0,812 | *Marginal Fit* |
| 3 | *Root Mean Square Error of Approximation (RMSEA)* | ≤0.08 | 0,076 | *Good Fit* |
| | ***Incremental Fit Measure*** | | | |
| 4 | *Tucker Lewis Index (TLI)* | TLI ≥ 0.90 good fit, 0.80 ≤ TLI < 0.90 marginal fit | 0,899 | *Marginal Fit* |
| 5 | *Adjusted Goodness of Fit (AGFI)* | ≥0.90 | 0,758 | *Marginal Fit* |
| 6 | *Comparative Fit Index (CFI)* | CFI ≥ 0.90 good fit, 0.80 ≤ CFI < 0.90 marginal fit | 0,915 | *Good Fit* |
| | ***Parsimonious Fit Measure*** | | | |
| 7 | *Parsimonious Goodness of Fit Index (PGFI)* | PGFI < GFI | 0,632 | *Good Fit* |
| 8 | *Parsimonious Normed of Fit Index (PNFI)* | The higher the better | 0,708 | *Good Fit* |

Source: 2024 processed original data

The results of the model's Goodness of Fit evaluation are summarized in the table. The Chi-Square/df value is 1.913, which meets the criterion of being less than 2.00, indicating a good fit. The Root Mean Square Error of Approximation (RMSEA) is 0.076, which is below the 0.08 threshold, also reflecting a good fit. For the Goodness of Fit Index (GFI), the obtained value is 0.812, which falls within the range of 0.80 to 0.90, thus considered a marginal fit. Similarly, the Tucker Lewis Index (TLI) value is 0.899, slightly below the 0.90 cut-off, indicating a marginal fit. The Adjusted Goodness of Fit Index (AGFI) is 0.758, also considered marginal as it does not reach the 0.90 threshold. Although GFI and AGFI are marginal, the overall model fit is acceptable, supported by other key indices such as CFI and RMSEA. Slight deviations are common in complex models and do not compromise model validity (Hair et al., 2010; Kline, 2015). On the other hand, the Comparative Fit Index (CFI) is 0.915, exceeding the 0.90 criterion, suggesting a good fit. In terms of Parsimonious Fit Measures, the Parsimonious Goodness of Fit Index (PGFI) is 0.632, and the Parsimonious Normed Fit Index (PNFI) is 0.708. Both indices indicate a good level of fit, with PNFI described as acceptable based on the principle of "the higher, the better.". Overall, while some fit indices reflect marginal values, the majority support that the model achieves an acceptable to good fit.

**Path Analysis**

1) **The Direct Effect of Ambidexterity Orientation (AO) on Sustainable business performance (SBP):** The path coefficient from Ambidexterity Orientation to Sustainable business performance is statistically insignificant, with a p-value of 0.999, a standardized regression weight of 0.000, and a critical ratio (CR) of 0.001. This result indicates that there is no direct influence of ambidexterity orientation on sustainable business performance in the context of shopping malls. In other words, efforts to simultaneously explore and exploit organizational capabilities do

not directly enhance sustainable performance unless mediated by other factors. From a managerial perspective, this suggests that merely balancing exploration and exploitation is not sufficient. Mall managers need to focus on enabling mechanisms that can transform ambidextrous capabilities into actual performance outcomes. Investments in agility, responsiveness, and coordination may be more effective in leveraging ambidexterity into sustainable success.

2) **The Direct Effect of Ambidexterity Orientation (AO) on Strategic Flexibility (SF):** The path from Ambidexterity Orientation to Strategic Flexibility is significant, with a standardized regression weight of 0.448, a CR of 3.898, and a p-value of < 0.001. This shows a strong and positive relationship, indicating that shopping malls with a higher level of ambidexterity orientation are more likely to develop greater strategic flexibility. The dual capacity to manage exploration and exploitation enables organizations to adapt their strategies more dynamically in response to environmental changes. From a managerial standpoint, this implies that mall leaders should cultivate both innovative thinking (exploration) and operational refinement (exploitation). Encouraging cross-functional collaboration, continuous learning, and experimentation can help enhance the organization's responsiveness to market shifts and disruptions.

3) **The Direct Effect of Strategic Flexibility (SF) on Sustainable business performance (SBP):** The path from Strategic Flexibility to Sustainable business performance is also statistically significant, with a standardized regression weight of 0.975, a CR of 7.276, and a p-value of < 0.001. This suggests that strategic flexibility plays a critical role in enhancing sustainable business performance. Organizations that can rapidly adapt their strategies in the face of uncertainty are more likely to achieve long-term sustainability goals. From a managerial perspective, this implies that mall operators should prioritize building flexible strategic frameworks to effectively navigate environmental turbulence. Strengthening these capabilities can help secure competitive positioning and long-term business continuity.

4) **The Indirect Effect of Ambidexterity Orientation (AO) on Sustainable business performance (SBP) through Strategic Flexibility (SF):** Although the direct effect of AO on SBP is insignificant, the indirect pathway through Strategic Flexibility is significant, indicating a full mediation effect. This finding implies that ambidexterity orientation can only lead to improved sustainability performance if it first enhances the organization's strategic flexibility. Strategic flexibility, therefore, acts as a key mediating variable that transforms the dual capability of exploration and exploitation into practical strategic outcomes that drive sustainability in shopping malls. From a managerial perspective, this suggests that mall executives should not merely focus on fostering innovation (exploration) and improving existing operations (exploitation) but must also invest in developing the organizational agility and responsiveness necessary to translate those efforts into sustainable results. Strategic training, modular systems, and decentralized decision-making may support this transformation.

## 5. Discussion

The findings of this study contribute significant insights into the strategic management of shopping malls, particularly in how ambidexterity orientation influences sustainable business performance through the mediating role of strategic flexibility. While ambidexterity orientation (AO) was not found to have a direct effect on sustainable business performance (SBP), it significantly influenced strategic flexibility (SF), which in turn had a strong, positive impact on SBP. This indicates a full mediation effect, where the presence of strategic flexibility is essential for translating ambidextrous capabilities into long-term sustainable outcomes.

The absence of a direct relationship between AO and SBP challenges previous assumptions that ambidexterity inherently leads to sustainable performance (Raisch & Birkinshaw, 2008). Instead, our study supports the argument that ambidexterity is not inherently valuable unless it is channeled through dynamic mechanisms such as strategic flexibility (Teece, 2007). This reflects the reality of highly dynamic environments like retail and shopping malls, where the ability to pivot strategies in response to market demands becomes a crucial determinant of sustainability.

Compared with evidence from other sectors and regions, our findings diverge in two important ways. First, studies of European manufacturing firms (Jansen et al., 2006) and U.S. high-tech companies (O'Reilly & Tushman, 2013) report a direct positive link between ambidexterity and performance—an effect we do not observe. Instead, our Indonesian mall data echo results from service industries where dynamic routines are crucial: Spanish hotel chains show that IT agility fully channels ambidexterity into performance (Benavides-Velasco et al., 2019), and Chinese banks depend on process flexibility for the same translation (Lin & McDonough, 2014). Second, unlike studies in developed economies that find only partial mediation, we uncover full mediation, suggesting that in asset-intensive retail settings within emerging markets, ambidexterity yields value only when paired with high strategic flexibility. This difference may reflect the institutional and operational constraints faced by Indonesian malls, such as slower technological adoption, rigid tenant contracts, and fragmented supply chains, which limit the direct translation of ambidextrous efforts into performance gains. Without sufficient strategic flexibility, initiatives for innovation or efficiency may stall or remain isolated. In contrast, strategic flexibility enables malls to reconfigure resources quickly, respond to shifts in consumer demand, and adapt leasing or layout strategies. Capabilities that are not yet embedded structurally in many Indonesian malls.

This cross-sector and cross-country contrast underscores how institutional context and industry structure condition the ambidexterity–performance relationship, reinforcing the need to adapt dynamic-capability prescriptions to local retail realities. By illustrating how full mediation emerges in the Indonesian context, this study contributes to the refinement of dynamic capability theory in emerging market settings and highlights the structural dependencies required for ambidexterity to produce tangible value.

This study presents a novel contribution by empirically testing a mediating model within the specific context of shopping malls in Indonesia, a sector that is undergoing rapid transformation due to digital disruption, changing consumer behavior, and environmental sustainability pressures. While prior studies have explored ambidexterity in manufacturing or high-tech sectors (O'Reilly & Tushman, 2013; Jansen et al., 2006), limited research has examined how these concepts apply to traditional retail environments in developing economies. The current study fills this gap by offering a contextualized understanding of how shopping malls can leverage ambidexterity through flexibility to ensure sustainable performance. Build and causal relationships, the results align with the dynamic capabilities framework (Teece, Pisano, & Shuen, 1997), which posits that firms must integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Ambidexterity, as a higher-order capability, enables firms to pursue both exploitation and exploration, but without strategic flexibility these efforts may not effectively enhance sustainability.

The empirical evidence supports the theoretical assertion that strategic flexibility mediates the ambidexterity-performance relationship by serving as the mechanism that converts potential into realized performance. Furthermore, the strong path coefficient between strategic flexibility and sustainability performance reinforces the importance of adaptability as a driver of business resilience and long-term value creation (Wang & Ahmed, 2007). For shopping malls operating in volatile environments, being strategically flexible allows for more responsive decision-making, improved customer alignment, and more effective responses to sustainability challenges.

Despite offering several insights, this study has notable limitations that warrant acknowledgment. First, the sample is limited to shopping malls in major urban areas of Indonesia, which may constrain the generalizability of the findings to rural or smaller-scale retail settings, or to malls in other emerging markets with different institutional characteristics. Second, while the use of perceptual survey data allows for capturing managerial insights, it also introduces potential common method bias and subjectivity. Although statistical checks were conducted to mitigate this, future research could benefit from triangulating objective performance indicators. Third, while ambidexterity and strategic flexibility were measured using validated multi-item scales, these constructs are inherently complex and may evolve over time, suggesting a need for longitudinal or qualitative follow-ups. Recognizing these limitations provides a clearer scope for interpreting the findings and helps guide future research toward broader and more nuanced explorations.

## 6. Conclusions

This study examined the mediating role of strategic flexibility in the relationship between ambidexterity orientation and sustainable business performance within the context of shopping malls in Indonesia. The findings revealed that ambidexterity orientation does not directly influence sustainable business performance. Instead, its

effect is fully mediated by strategic flexibility, highlighting the critical importance of organizational adaptability in transforming ambidextrous capabilities into sustainable outcomes.

Theoretically, this research contributes to the dynamic capabilities literature by demonstrating that ambidexterity alone is not sufficient to enhance sustainability performance unless it is accompanied by strategic responsiveness. This insight reinforces the view that firms must not only balance exploration and exploitation but must also develop the capacity to adjust and reconfigure their strategies in response to environmental changes. From a managerial perspective, the results underscore the need for shopping mall operators and top management to focus on building strategic flexibility. This includes cultivating agile decision-making processes, adaptive resource allocation, and flexible leadership approaches that can support both short-term operational efficiency and long-term innovation. In an era marked by digital disruption and shifting consumer expectations, strategic flexibility becomes a vital enabler of competitive endurance and sustainability.

For future research, it is recommended to expand the current model by incorporating additional mediating or moderating variables, For instance, researchers could disaggregate innovation capability into process, product, and service dimensions to discover which form most effectively channels ambidexterity into sustainable outcomes; likewise, measuring digital maturity along concrete facets such as analytics adoption, omni-channel integration, and cybersecurity readiness would clarify whether advanced digital infrastructures amplify or even substitute for strategic flexibility. Moreover, conducting comparative studies across different sectors or countries could enhance the generalizability of the findings and provide insights into how cultural or institutional contexts shape the ambidexterity, flexibility and performance link. It is essentialhis study confirms that while ambidexterity is essential, it is the organization's strategic flexibility that ultimately determines its ability to achieve and sustain business performance in the face of continuous change.

**Managerial Implications**

This study provides several practical suggestions for shopping mall managers to improve long-term sustainability performance, especially within the Indonesian retail landscape. First, simply encouraging innovation (exploration) and efficiency (exploitation) is not enough. These efforts must be supported by the organization's ability to adapt strategies quickly. Therefore, mall managers should build internal systems that allow for flexible decision-making, fast resource reallocation, and agile team coordination. For example, malls in Indonesia can adopt centralized digital dashboards to monitor tenant performance in real-time and quickly reassign promotional budgets or space allocations based on data trends.

Second, the strong link between ambidexterity orientation and strategic flexibility shows that having a balance between trying new ideas and improving current operations helps malls become more adaptable. Managers should support cross-department collaboration and use real-time data analyticsto make fast, evidence-based

strategic decisions. Some Indonesian malls have begun integrating AI-driven customer loyalty apps and QR-based tenant feedback systems, which can serve as practical enablers of such flexibility.

Third, since strategic flexibility plays a key role in achieving sustainability, mall operators need to invest in it. This includes planning for different future scenarios, designing flexible spaces, and training employees to handle change. For instance, malls can create modular retail spaces that can easily be converted for pop-up tenants, co-working hubs, or community events. Local examples include malls that repurpose underutilized areas for e-commerce pick-up zones, aligning physical infrastructure with changing consumer behavior. Lastly, sustainability should be seen as an ongoing process, not just a CSR activity. By making flexibility part of the organizational culture, shopping malls can better respond to market changes and deliver long-term value.

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