

Organisational Ambidexterity and Sustainable Performance: The Mediating Role of Strategic Agility in Deposit Money Banks in Nigeria

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Abstract

This study investigated the relationship between organisational ambidexterity and sustainable performance, specifically evaluating the mediating mechanism of strategic agility. Anchored in dynamic capabilities theory and the resource-based view, the inquiry addressed ongoing questions about why structural investments in dual operational strategies do not uniformly enhance triple-bottom-line outcomes in volatile financial markets. The study used a quantitative survey methodology and collected empirical data from 202 managerial and professional staff at Access Bank in Nigeria. Hypothesized paths and structural relationships were evaluated through partial least squares structural equation modeling. The empirical assessment revealed that organisational ambidexterity exerted a meaningful, positive direct influence on both sustainable performance and strategic agility. Strategic agility similarly exercised a robust, positive direct effect on sustainable performance metrics. Beyond these direct linkages, the mediation analysis showed that strategic agility served as a complementary partial mediator, linking ambidextrous operational structures to firm-level economic, social, and environmental outcomes. Overall, the findings confirmed that balanced structural frameworks alone remained insufficient to drive corporate sustainability without environmental sensitivity, unified leadership, and rapid resource reallocation. The study therefore underscored that banking executives seeking sustained competitive advantage must synchronize dual-operational designs with agile management practices that systematically cultivate structural flexibility.

Keywords: Dynamic Capabilities Theory, Strategic Agility, Sustainable Performance, Organisational Ambidexterity, Partial Least Squares Structural Equation Modeling

1. Introduction

The contemporary global business environment, and specifically Nigeria's dynamic financial market landscape, is characterised by relentless technological disruption, macroeconomic volatility, and hyper-competition, compelling banking institutions to continuously adapt their operational and strategic frameworks to ensure long-term viability (Guarín-García & Chams-Anturi, 2026). Within the financial services sector, Deposit Money Banks (DMBs) face a complex dual imperative: they must simultaneously optimize core banking efficiencies while aggressively exploring novel digital products, alternative markets, and customer-centric financial solutions (O'Reilly & Tushman, 2013; Bui et al., 2021). This intricate balancing act is defined as organisational ambidexterity, comprising exploration, exploitation, and organisational integration, which serves as a vital engine for sustained competitive advantage and long-term organizational survival (Kafetzopoulos et al., 2023). However, empirical evidence shows that heavy capital allocations to ambidextrous structures do not automatically yield superior outcomes unless mediated by dynamic organizational capabilities that enable operational speed and strategic adaptation (Nugroho, 2026; Kafetzopoulos et al., 2023).

Organizational success in highly regulated and volatile banking sectors relies heavily on sustainable performance, spanning triple-bottom-line dimensions: economic performance, social performance, and environmental performance (Bui et al., 2021). While companies that leverage integrated structural capabilities achieve substantial operational resilience and cost efficiencies (Rammer et al., 2022), structural ambidexterity often faces internal friction due to managerial inertia, compliance pressures, and shifting customer expectations (Samimi Dehkordi et al., 2025). These challenges suggest that direct structural alignments alone are insufficient, and intermediate capabilities are required to translate ambidextrous practices into comprehensive performance gains (Kafetzopoulos et al., 2023).

To bridge this gap, strategic agility, encompassing strategic sensitivity, leadership unity, and resource fluidity, emerges as a critical micro-foundation for realizing a firm's performance potential (Doz & Kosonen, 2010; Tallon & Pinsonneault, 2023). Grounded in the Dynamic Capabilities Theory as the anchor theory, strategic agility enables DMBs to sense environmental changes, seize opportunities through cohesive leadership, and reconfigure organizational resources rapidly across competing business units (Teece, 2018; Ayoub & Salloum, 2026). Furthermore, the Resource-Based View (RBV) acts as a supporting theory, elucidating how unique internal assets, structural integration, and fluid capabilities combine to drive sustainable competitive advantage (Barney, 1991; Mikalef et al., 2023). As financial institutions navigate shifting economic landscapes, integrating strategic sensitivity and resource fluidity allows them

to transform structural constraints into catalysts for sustainable growth (Sowa et al., 2021; Xu et al., 2025).

Prior studies yield inconsistent findings regarding the direct paths from organizational ambidexterity to performance; some confirm direct positive links (Gao et al., 2025; Li et al., 2025), while others report weak or non-significant associations where firms suffer from strategic rigidity or poor resource coordination across exploratory and exploitative units (Demirci et al., 2025). These discrepancies highlight the need to examine a mediating mechanism. This study investigates strategic agility as the key link between the dimensions of organizational ambidexterity (exploration, exploitation, and organizational integration) and sustainable performance (economic, social, and environmental) in Nigerian Deposit Money Banks.

2. LITERATURE REVIEW

2.1 Organisational Ambidexterity

Organisational ambidexterity represents a critical strategic capability that enables firms to concurrently manage the inherent tensions between exploiting existing competencies and exploring new opportunities (O'Reilly & Tushman, 2013; Bui et al., 2021). Within the banking sector, particularly among Deposit Money Banks (DMBs), ambidexterity is operationalized across three core dimensions: exploration, exploitation, and organisational integration (Kafetzopoulos et al., 2023).

Exploration involves organizational pursuits centered on variance-seeking, risk-taking, experimentation, flexibility, and discovering novel digital or financial products to capture emerging markets (March, 1991; Junni et al., 2020). Conversely, exploitation focuses on refinement, efficiency, production, selection, implementation, and execution, optimizing existing banking operations and service delivery channels to secure reliable short-term revenues (O'Reilly & Tushman, 2013). To prevent strategic fragmentation between these divergent paths, organisational integration provides the essential structural coordination, cultural alignment, and administrative synchronization required to harmonize exploratory initiatives with exploitative routines (Kafetzopoulos et al., 2023). Grounded in the Dynamic Capabilities Theory, ambidexterity functions as a higher-order capability that allows banks to reconfigure their operational routines in response to volatile market pressures (Teece, 2018).

2.2 Strategic Agility

Strategic agility is defined as an organization's capacity to continuously spot and capture rapidly emerging market opportunities with remarkable speed, surprise, and seamless resource reallocation (Doz & Kosonen, 2010; Tallon & Pinsonneault, 2023). In contemporary financial environments, strategic agility encompasses three foundational dimensions: strategic sensitivity, leadership unity, and resource fluidity (Doz & Kosonen, 2010).

Strategic sensitivity reflects the sharpness of environmental alertness and depth of customer insight, enabling institutions to detect early warning signals of market disruption (Tallon & Pinsonneault, 2023). Leadership unity empowers top management teams to make bold, synchronized commitments without getting bogged down by political infighting or operational paralysis. Finally, resource fluidity allows firms to rapidly redeploy assets, capital, and talent across competing strategic units, shifting resources smoothly between exploratory ventures and exploitative core operations (Nugroho, 2026). Viewed through the Resource-Based View (RBV), strategic agility acts as an organizing mechanism that converts static bundles of financial assets and structural capabilities into dynamic sources of competitive advantage (Barney, 1991; Mikalef et al., 2023).

2.3 Sustainable Performance

Sustainable performance extends traditional corporate evaluation by moving beyond narrow financial metrics to a comprehensive triple-bottom-line framework encompassing economic, social, and environmental performance (Bui et al., 2021). Economic performance captures traditional indicators of profitability, return on assets, cost efficiency, and market share expansion (Guarín-García & Chams-Anturi, 2026). Social performance evaluates an institution's commitment to employee welfare, customer inclusion, ethical banking practices, and community development. Environmental performance focuses on green operational practices, minimizing ecological footprints, and financing sustainable enterprise portfolios (Bui et al., 2021).

Prior empirical research indicates that achieving sustainable performance requires more than routine asset management; it demands structural alignment and adaptive capabilities that reconcile competing commercial demands with ecological and social responsibilities (Kafetzopoulos et al., 2023).

2.4 The Mediating Role of Strategic Agility

The theoretical mechanism linking organizational ambidexterity to sustainable performance through strategic agility is anchored in the Dynamic Capabilities Theory and supported by the Resource-Based View (RBV). While structural ambidexterity provides a dual architecture for exploration and exploitation, static structural designs alone are often insufficient to address hyper-competitive market volatility, leading to organizational inertia and friction (Samimi Dehkordi et al., 2025).

Strategic agility bridges this gap by serving as an active dynamic capability. Through strategic sensitivity, leadership unity, and resource fluidity, agile firms rapidly process insights from exploratory units while preserving the efficiency of exploitative routines, channeling both toward comprehensive economic, social, and environmental outcomes (Nugroho, 2026; Kafetzopoulos et al., 2023). Without strategic agility, the inherent tensions between exploration and exploitation can trigger operational bottlenecks and resource misallocation. Therefore, strategic agility

functions as the crucial mediating conduit that transforms a bank's ambidextrous posture into superior sustainable performance (Doz & Kosonen, 2010; Tallon & Pinsonneault, 2023).

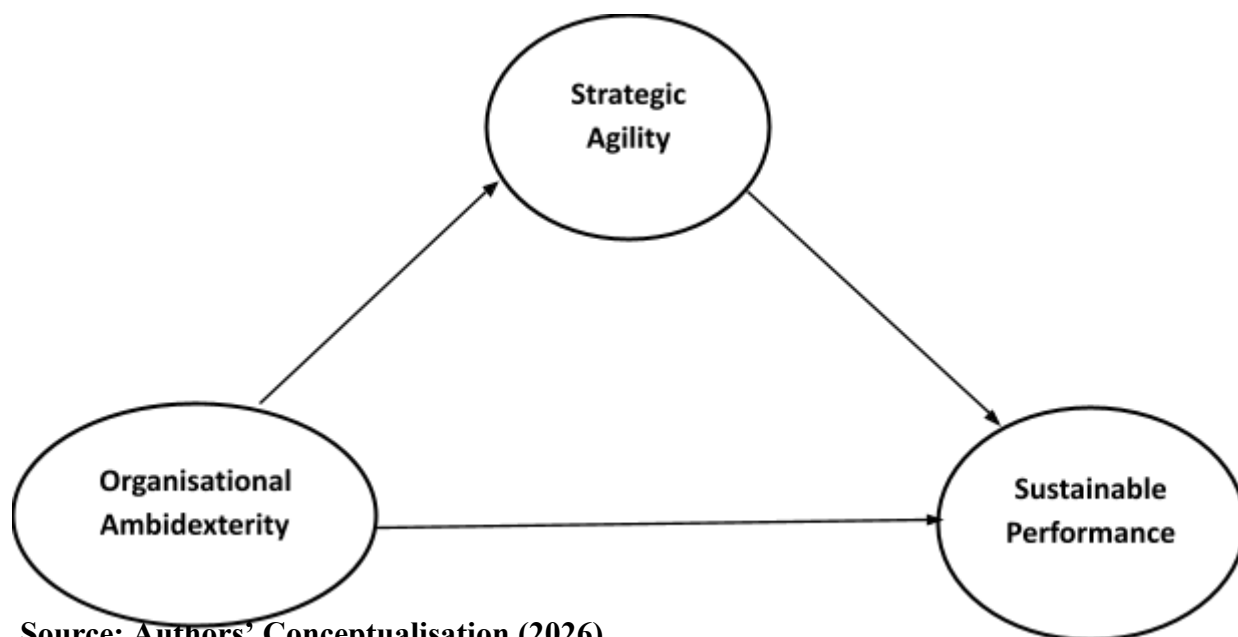
Based on the foregoing theoretical and empirical foundations, the following hypotheses are proposed:

H1: Organisational ambidexterity has a positive and significant effect on sustainable performance in Deposit Money Banks in Nigeria.

H2: Organisational ambidexterity has a positive and significant effect on strategic agility in Deposit Money Banks in Nigeria.

H3: Strategic agility positively and significantly affects sustainable performance in Deposit Money Banks in Nigeria.

H4: Strategic agility mediates the influence of organisational ambidexterity on sustainable performance in Deposit Money Banks in Nigeria.



Source: Authors' Conceptualisation (2026)

Fig.1. Conceptual Framework

3. RESEARCH METHODS

3.1 Research Design and Approach

This study adopts a quantitative associative research design utilizing a cross-sectional survey methodology to examine the structural relationships among organisational ambidexterity, strategic agility, and sustainable performance. The quantitative paradigm is chosen because it enables systematic measurement of latent constructs, testing empirical hypotheses, and evaluating mediation effects via variance-based structural equation modeling (Hair et al., 2022; Sarstedt et al., 2022). This design is well suited to investigating complex organizational behaviors and dynamic strategic capabilities within the financial services sector (Gao et al., 2025; Kafetzopoulos et al., 2023).

3.2 Population and Sampling

The population for this study comprises managerial and professional staff working within Access Bank, one of the leading Deposit Money Banks (DMBs) in Nigeria, recognized for its extensive branch network and advanced deployment of strategic transformation initiatives (Access Bank, 2026). Given the intricate balance required between exploring digital innovations and leveraging core banking operations, this study employs purposive sampling to select respondents with direct familiarity with strategic execution, operational management, and performance outcomes (Sekaran & Bougie, 2016).

The selection criteria require that respondents: (1) have been employed in the institution for at least one year; (2) hold supervisory, managerial, or specialized professional roles involving strategic planning, customer service, or risk management; and (3) possess direct insight into the bank's operational ambidexterity and sustainable performance metrics. The sample size satisfies the rigorous standards of Partial Least Squares Structural Equation Modeling (PLS-SEM), which recommends a minimum threshold of ten times the largest number of structural paths directed at any latent construct in the inner model (Hair et al., 2022; Chin, 1998).

3.3 Measurement Instruments

All constructs in this study are operationalized using multi-item scales adapted from previously validated and reputable international literature to ensure content validity and reliability. Responses are measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Sarstedt et al., 2022).

Organisational Ambidexterity (IV): Measured using dimensions adapted from O'Reilly and Tushman (2013) and Kafetzopoulos et al. (2023), covering Exploration (pursuit of new financial services and markets), Exploitation (refinement and efficiency of core banking routines), and Organisational Integration (coordination between exploratory units and exploitative operations).

Strategic Agility (MV): Evaluated through scales adapted from Doz and Kosonen (2010) and Tallon and Pinsonneault (2023), assessing Strategic Sensitivity (environmental alertness), Leadership Unity (cohesive executive decision-making), and Resource Fluidity (rapid reallocation of capital and talent across business units).

Sustainable Performance (DV): Operationalized using triple-bottom-line metrics adapted from Bui et al. (2021), covering Economic Performance (profitability, cost efficiency, and market share), Social Performance (employee welfare, financial inclusion, and community impact), and Environmental Performance (green banking practices and resource minimization) (Access Bank, 2026).

3.4 Data Collection Procedure

Primary data are collected through structured online and physical questionnaires distributed to eligible professionals across selected branches and Access Bank's corporate headquarters. Face and content validity are verified through pre-testing and review by academic experts in business administration and strategic management. A pilot test involving a small subset of bank professionals is conducted to evaluate item readability, clarity, and internal consistency reliability. Ethical considerations, including participant anonymity, confidentiality, and informed consent, are maintained throughout the data-gathering process.

3.5 Data Analysis Technique

The collected data are analyzed using SmartPLS 4 software to perform Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is selected for its robustness in handling complex predictive models, latent variable scores, and mediation paths without imposing strict multivariate normality assumptions (Hair et al., 2022; Sarstedt et al., 2022).

The evaluation framework follows a two-stage protocol:

- i. **Measurement Model (Outer Model):** Assessed for convergent validity via outer loadings (≥ 0.70) and Average Variance Extracted ($AVE \geq 0.50$), internal consistency reliability via Cronbach's alpha and Composite Reliability (≥ 0.70), and discriminant validity via the Fornell-Larcker criterion and HTMT ratios (Hair et al., 2022).
- ii. **Structural Model (Inner Model):** Evaluated using the coefficient of determination (R^2) for explanatory power, Stone-Geisser's Q^2 for predictive relevance, path coefficients (β), and bootstrapping with 5,000 resamples to test the significance of direct and mediating hypotheses at a 95% confidence level ($p < 0.05$) (Sarstedt et al., 2022)

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

The demographic profile of the 202 valid respondents from Access Bank was analyzed across gender, age, educational attainment, length of service (tenure), and department sector.

4.1.1 Characteristics Based on Gender

The gender distribution showed balanced representation within the banking operations, with 110 male respondents (54.45%) and 92 female respondents (45.55%).

4.1.2 Characteristics Based on Age

The largest age group among respondents was 31-40 years old with 92 respondents (45.54%), followed by 41-50 years old with 50 respondents (24.75%), 21-30 years old with 47 respondents (23.27%), and 51–60 years old with 13 respondents (6.44%).

4.1.3 Characteristics Based on Education

The majority of respondents held a Bachelor's degree or Higher National Diploma (HND/BSc) with 101 respondents (50.00%), followed by Master's degree or MBA holders with 60 respondents (29.70%), OND/NCE graduates with 33 respondents (16.34%), and PhD holders with 8 respondents (3.96%).

4.1.4 Characteristics Based on Length of Service

Respondents with 1-4 years of service made up the largest group, with 106 respondents (52.48%), followed by those with 5-10 years of service (65 respondents; 32.18%) and those with 11 years or more (31 respondents; 15.35%).

4.1.5 Characteristics Based on Department Sector

The respondents represented six core divisions within the bank: Corporate Banking (44 respondents; 21.78%), Retail Banking (41 respondents; 20.30%), Digital Banking (37 respondents; 18.32%), Risk Management (31 respondents; 15.35%), Operations (30 respondents; 14.85%), and Marketing & Customer Experience (19 respondents; 9.41%).



Fig. 2. PLS SEM Model

Source: Primary data processed in 2026

4.2 Outer Model and Inner Model Results

Following the PLS-SEM evaluation procedure, the empirical analysis was conducted in two sequential stages: outer model (measurement model) assessment and inner model (structural model) assessment.

4.2.1 Measurement Model Assessment

The measurement model was assessed using outer loadings, Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), and the Fornell–Larcker criterion. These measures established the reliability, convergent validity, and discriminant validity of the constructs.

Table 1

Outer Loadings and Convergent Validity

Indicator	Organisational Ambidexterity (OA)	Strategic Agility (SA)	Sustainable Performance (SP)
EX1	0.851		
EX2	0.802		
EX3	0.846		

ET1	0.823	
ET2	0.831	
ET3	0.819	
OI1	0.790	
OI2	0.824	
OI3	0.816	
SS1		0.846
SS2		0.815
SS3		0.818
LU1		0.864
LU2		0.840
LU3		0.837
RF1		0.816
RF2		0.835
RF3		0.818
EC1		0.819
EC2		0.821
EC3		0.846
SO1		0.856
SO2		0.819
SO3		0.864
EN1		0.832
EN2		0.870
EN3		0.866

Source: Primary data processed in 2026

As presented in Table 1, all measurement items recorded outer loadings above the recommended threshold of 0.70. The loadings ranged from 0.790 to 0.851 for Organisational Ambidexterity, 0.815 to 0.864 for Strategic Agility, and 0.819 to 0.870 for Sustainable Performance. These results indicate that the indicators adequately represent their respective latent constructs and provide evidence of satisfactory indicator reliability.

Table 2

Construct Reliability and Convergent Validity

Latent Variable	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Organisational Ambidexterity (OA)	0.94	0.95	0.677
Strategic Agility (SA)	0.944	0.953	0.693
Sustainable Performance (SP)	0.949	0.957	0.712

Source: Primary data processed in 2026

Table 2 shows that all constructs achieved satisfactory internal consistency and convergent validity. Cronbach's alpha coefficients ranged from 0.940 to 0.949, while composite reliability values ranged from 0.950 to 0.957, exceeding the recommended minimum threshold of 0.70. Similarly, the AVE values ranged from 0.677 to 0.712, all exceeding the minimum threshold of 0.50. Thus, the constructs demonstrate adequate internal consistency reliability and convergent validity.

Table 3.

Cross Loadings

Indicator	Organisational Ambidexterity (OA)	Strategic Agility (SA)	Sustainable Performance (SP)
EX1	0.851	0.535	0.515
EX2	0.802	0.464	0.521
EX3	0.846	0.468	0.558
ET1	0.823	0.488	0.543
ET2	0.831	0.468	0.513
ET3	0.819	0.488	0.484
OI1	0.790	0.413	0.529
OI2	0.824	0.478	0.533
OI3	0.816	0.508	0.557

SS1	0.407	0.846	0.544
SS2	0.428	0.815	0.572
SS3	0.447	0.818	0.538
LU1	0.492	0.864	0.554
LU2	0.533	0.840	0.605
LU3	0.539	0.837	0.587
RF1	0.482	0.816	0.568
RF2	0.515	0.835	0.538
RF3	0.515	0.818	0.534
EC1	0.537	0.526	0.819
EC2	0.514	0.543	0.821
EC3	0.531	0.572	0.846
SO1	0.573	0.615	0.856
SO2	0.520	0.530	0.819
SO3	0.520	0.557	0.864
EN1	0.559	0.562	0.832
EN2	0.563	0.584	0.870
EN3	0.558	0.623	0.866

Source: primary data processed in 2026

Table 4

Discriminant Validity (Fornell-Larcker Criterion and HTMT)

Construct	OA	SA	SP
Organisational Ambidexterity (OA)	0.823	0.618	0.68
Strategic Agility (SA)	0.582	0.832	0.711
Sustainable Performance (SP)	0.642	0.673	0.844

Source: primary data processed in 2026

4.2.2 Inner Model Results

The inner model was evaluated via the coefficient of determination (R^2), cross-validated predictive relevance (Q^2), path coefficients (β), and bootstrapping with 5,000 resamples.

Table 5

Coefficient of Determination (R^2)

Endogenous Latent Variable	R Square (R2)	Adjusted R Square (RAdj2)
Strategic Agility (SA)	0.339	0.336
Sustainable Performance (SP)	0.548	0.543

Source: primary data processed in 2026

As shown in Table 5, the R^2 value for Strategic Agility is 0.339 (33.9%), indicating moderate explanatory power driven by organisational ambidexterity. The R^2 value for Sustainable Performance is 0.548 (54.8%), indicating substantial explanatory power, with 54.8% of the variance in sustainable performance jointly accounted for by organisational ambidexterity and strategic agility.

Predictive Relevance (Q^2):

Blindfolding procedures yielded Stone-Geisser Q^2 values that substantially exceed zero ($Q^2 > 0$), demonstrating strong predictive relevance for the model's endogenous constructs.

Hypothesis Testing Results:

Hypothesis testing was performed using two-tailed bootstrapping with 5,000 subsamples at a 95% confidence level ($\alpha = 0.05$).

Table 6

Direct Influence (Direct Effects)

Hypothesized Path	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Value	Decision
H1: OA $\rightarrow$ SP	0.379	0.379	0.059	6.457	0.000	Supported
H2: OA $\rightarrow$ SA	0.582	0.582	0.057	10.129	0.000	Supported
H3: SA $\rightarrow$ SP	0.453	0.453	0.059	7.722	0.000	Supported

Source: primary data processed in 2026

Table 7

Indirect Influence (Mediation Effect)

Hypothesized Mediation Path	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Value	Decision
H4: OA $\rightarrow$ SA $\rightarrow$ SP	0.264	0.264	0.043	6.141	0.000	Supported (Partial Mediation)

Source: primary data processed in 2026

The empirical findings confirm all four hypothesized relationships:

H1 is supported: Organisational ambidexterity exerts a direct, positive, and statistically significant impact on sustainable performance ($\beta = 0.379, t = 6.457, p < 0.001$).

H2 is supported: Organisational ambidexterity has a strong, positive, and statistically significant effect on strategic agility ($\beta = 0.582, t = 10.129, p < 0.001$).

H3 is supported: Strategic agility positively and significantly influences sustainable performance ($\beta = 0.453, t = 7.722, p < 0.001$).

H4 is supported: Strategic agility significantly mediates the relationship between organisational ambidexterity and sustainable performance ($\beta = 0.264, t = 6.141, p < 0.001$). Because both the direct path ($p < 0.001$) and the indirect path ($p < 0.001$) are statistically significant and point in the same direction, strategic agility functions as a complementary partial mediator. The total effect of organisational ambidexterity on sustainable performance is $\beta = 0.643$ ($p < 0.001$).

4.3 Discussion of Findings

The structural equation modeling results establish organisational ambidexterity as a dual driver of sustainable performance within Nigerian Deposit Money Banks, acting both directly and indirectly through strategic agility.

The empirical assessment strongly supported the direct impact of organisational ambidexterity on sustainable performance ($\beta = 0.379, p < 0.001$). This confirms that deliberately integrating exploratory financial innovations with exploitative core operations streamlines banking workflows and boosts overall competitive resilience. These findings corroborate prior research indicating that balancing exploration and exploitation allows financial institutions to secure short-term economic gains while simultaneously addressing long-term social and environmental responsibilities (Bui et al., 2021; Kafetzopoulos et al., 2023).

Furthermore, the analysis reveals that organisational ambidexterity significantly enhances strategic agility ($\beta = 0.582, p < 0.001$). Ambidextrous structures serve as a vital operational scaffold, prompting leadership to adapt resource allocations smoothly and integrate new market insights with established banking practices. This relationship aligns with the scholarly assertions of Doz and Kosonen (2010) and Nugroho (2026), who emphasize that structural duality creates the foundation necessary for rapid strategic maneuvering.

Central to this study is the mediation mechanism, which the data strongly support through both the direct influence of strategic agility on performance ($\beta = 0.453, p < 0.001$) and its mediating role ($\beta = 0.264, p < 0.001$). Strategic agility functions as a crucial partial mediator, translating structural assets into holistic triple-bottom-line success. These results align with Dynamic Capabilities Theory (Teece, 2018), which argues that static structural designs are insufficient on their own; they require adaptive, fluid organizational behaviors to yield sustainable outcomes (Tallon & Pinsonneault, 2023). Ultimately, sustainable performance thrives on a synergistic combination of balanced operational structures and leadership fluidity.

From a managerial perspective, this study highlights the critical need to build a culture of strategic adaptability and cohesive leadership to maximize returns on ambidextrous investments. Deposit Money Banks should encourage continuous environmental scanning and flexible resource management to enhance strategic agility amid rapid economic shifts. Additionally, executives must promote the seamless structural integration of new digital banking tools with traditional retail units through transparent workflows and participative leadership. To reinforce these sustainable operational practices, organizations should embed agility metrics and cross-functional collaboration goals directly into human resource policies, performance appraisals, and executive reward systems. Finally, banks must develop and continuously refine managerial frameworks that empower individual branches and foster data-driven, unified strategic alignment across the entire institution.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The findings suggest that cultivating organisational ambidexterity greatly improves sustainable performance within Nigeria's banking industry, especially when financial institutions actively develop their dynamic capabilities. Notably, directly aligning exploration and exploitation is highly effective, although fluid resource reallocation and cohesive leadership play equally vital mediating roles in navigating market volatility. Nevertheless, the research is constrained by its cross-sectional survey design and its focus on a single financial institution; expanding the study to include multiple Deposit Money Banks and longitudinal, objective performance metrics would yield more thorough insight.

Recommendations

Access Bank and similar Deposit Money Banks should emphasise seamless structural integration, flexible resource management, and supportive policies that balance digital innovation with core banking reliability. Enhancing continuous environmental scanning for strategic sensitivity, promoting unified executive decision-making, and ensuring rapid resource fluidity will help maintain sustainable economic, social, and environmental performance. Future studies should include a broader range of samples across the Nigerian financial sector and investigate the long-term effects of ambidextrous strategies on corporate sustainability.

Contribution to Knowledge

This study provides empirical evidence that exploration, exploitation, and organisational integration substantially improve sustainable performance in Nigeria's banking industry, contributing to the literature on strategic bank management. Additionally, it further develops the Dynamic Capabilities Theory by illustrating how strategic agility, specifically strategic sensitivity, leadership unity, and resource fluidity, successfully bridges the structural tensions of ambidexterity to foster triple-bottom-line sustainability in hyper-competitive and volatile economic settings.

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