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**The Effect of Organizational Ambidexterity on Organization Agility:  
Empirical study in some universities in Iraq.**

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**Abstract:** The current study investigates the effect of organizational ambidexterity on organization agility. The study was conducted in Iraq, especially in the universities of Mosul (University of Mosul, Nineveh University, Al-Hamdaniya University). The study sample included (150) employees belonging to different departments in some universities that are considered from the public sector in Iraq. The researchers used the empirical method to achieve goals of the study, and using correlation and regression to measure relationship between Organizational Ambidexterity and Organization Agility has been established and effect Organizational Ambidexterity of on the Organization Agility has been checked with the help of multiple regression analysis by (SPSS.25). the results of this study highpoint the significance of the select of Organization Ambidexterity as independent variable, a topic that is vital to understanding the success of a given organization and how to achieve agility in the organization.

## أثر البراعة التنظيمية على رشاقة المنظمة دراسة تطبيقية في بعض جامعات العراق

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### المستخلص

هدف الدراسة الحالية هو ان تبين أثر البراعة التنظيمية على رشاقة المنظمة. أجريت الدراسة في العراق وخاصة في جامعات الموصل (جامعة الموصل، جامعة نينوى، جامعة الحمدانية)، اذ شملت عينة الدراسة (150) موظفاً ينتمون إلى دوائر مختلفة في بعض الجامعات التي تعتبر من القطاع العام في العراق. واستخدم الباحثون المنهج التجريبي لتحقيق اهداف الدراسة، وتم استخدام الارتباط والانحدار لقياس العلاقة بين البراعة التنظيمية ورشاقة المنظمة وتم التحقق من تأثير البراعة التنظيمية على رشاقة المنظمة بمساعدة تحليل الانحدار المتعدد بواسطة برنامج (SPSS,25) أشارت نتائج هذه الدراسة إلى أهمية اختيار البراعة التنظيمية كمتغير مستقل، وهو موضوع حيوي لفهم نجاح منظمة معينة وكيفية تحقيق الرشاقة في المنظمة.

**الكلمات المفتاحية:** البراعة التنظيمية، رشاقة المنظمة، جامعة الموصل، جامعة نينوى، جامعة الحمدانية.

### Introduction:

Universities are one of the most important institutions on which nations can rely in the realization of the Millennium Development Goals. Their growth and progress, especially in the knowledge age, is an imbalance in their educational activities. Knowledge advances from scientific research and community services, and without universities, it's hard to achieve They are the most important elements of overall development and renaissance Since universities need to achieve success and support their competitiveness, Societies are an essential pillar of nation-building. The development and growth of intellectual capital is mainly due to increased learning and for economic and social change Iraq's present higher education system consist of 35 public universities and 75 private universities the management of the (Ministry of Higher Education and Scientific Research, (MHESR)). This comprises (200) colleges, (800) departments (28) research centers Due to globalization, technological disruption, student mobility, The obstacles for higher education institutions (HEISs) were shifting the demography of students, rising business needs, a lack of funds and regulations (Howells et al., 2014, 17; Mukerjee, 2014, 56) Internal obstacles face universities and colleges. With layers of red glue tape, higher education institutions are known for their inflexible and centralized administration (Friedman and

Friedman, 2018:98). Universities and colleges had also developed compartments in their divisions through endorsing foundational sciences only with a particular area of teaching and study (Lorange, 2013:339). Through their success, Higher education institutions could no longer continue to be apathetic. In order to maintain this competitive environment, Higher education institutions need to improve their resources, change their strategies and rearrange the processes (Ghilic-Micu, et al., 2011: 406) Universities and colleges were capable to maintain growth due to several their inability using this information in the organization and management of change, although they generated knowledge (Veisi, 2010: 24). One of the key matters nowadays would be whether Higher education institutions are suitably trained and agile to cope with environmental dynamics for decades, researchers have identified theory that explains the lack of ability of organizations to make consistent modifications to current businesses. (Raisch et al., 2009, 685; Del Giudice and DellaPeruta, 2016: 487) They primarily found that it was not aiming to change or modify because the companies concerned lacking agility (O'Reilly and Tushman, 2008: 185) However, various ways to enable businesses to enhance their agility and performance by forming teams with various functions and a diverse capability approach have been suggested (O'Reilly and Tushman, 2013: 28). Many difficulties confront organizations in business, one of the most visible of which is a rapid shift in the environment, The organization's ability to adapt and survive, as well as the challenge of forecasting hazards and their level of severity, as a scholar, I believe that business organizations must be agile methodology. which appeared as interest in them One of the basic guides for the excellence of business organizations It was the hallmark of contemporary organizations (Santala, 2000: 37) asserts that agility is the key to success in a dynamic business environment; because it reflects the level of ability to implement change and capitalize on opportunities in an atmosphere of high risk. (Madsen & Desai 2010: 453) showed that researchers differed in identifying and naming the main drivers for achieving fitness are due to the difference in strategies and forces and environmental conditions, many of the achievements of the organizations are due to the capabilities of the organization. As explained by (Daniel Lee, Sambamurthy, Lim & Wei, 2015: 404), Organizational Ambidexterity information technology enhances organizational agility. Likewise, (Tuan, 2016: 585)

emphasized on the organizational prowess positively impacts supply chain agility. The investigators are interested in the subject of organizational ambidexterity because organizations must be outstanding at striking a balance between exploratory and exploitative activities at the same time in order to adapt to changing circumstances in business. While at the same time employing capabilities Available have to achieve efficiency, (Suzuki, 2011.73) emphasized that the organizational ambidexterity is one of the areas Although research is growing rapidly, there are some aspects of it that are still not completely understood. It also requires greater attention. from researchers as a result, the present research aims to determine the impact of ambidexterity organizational in agility organizations at three Iraqi universities finally the parts of study following:

Part 1: Motivation of study and The Literature Review

Part2: Study Methodology

Part3: data analysis

Part4: conclusions

Part5: future studies

### **Part 1: Motivation of study and The Literature Review**

The following section examines the literature as well as inspiration for the study of organizational ambidexterity., Organization Methodological studies on agility. Because the majority of those studies, in addition to our own paper, usage Organizational Ambidexterity indices like these Exploration We are going to start with being exploited. briefly review the literature around them. Then, we review the main methodological papers about organizational agility According to (Lubatin, et al., 2006: 648), An ambidextrous organization might respond swiftly to market changes. alterations whereas concentrating on keeping the satisfaction levels of their current customers, which assesses how happy customers are with contributions of the organizations' (Rialti, 2018: 13) to discover the influence of (Analytics Utilizing Big Data) accomplished ambidextrous organizations' agility to implement Business Process Management Systems (BDA capable BPMS). The methods through which the implementation of BDA capable (BPMS) may boost organizational dynamism and responsiveness will also be discussed. discovered while the first motivation for this study is related to the fast development in the utilize of. Dimensions of Ambidexterity organizational and effect on agility organization and the second motivation

for this study is the gap in the literature. Ambidexterity organizational are considered to be multidisciplinary so the assessment of these dimensions and its effects on agility organization depends on several opinions firstly according to (Lee, Sambamurthy & Wei, 2015: 398) to argue What influence is IT ambidexterity have on the organizational agility? and you to reach IT ambidexterity improves organizational agility through the mediated impact of operational ambidexterity, as well as the dynamism of an organization's atmosphere improves affects these relationships,as well as(Yan, Yu and Dong, 2015: 647) researchers exposes that the Huawei company constructed organizational ambidexterity with diverse emphases throughout various growth stages. The ambidextrous ability of the organization evolves gradually, shifting from one area to the other. Such ambidexterity advances resulted primarily from multiple levels of learning in organizations at both the strategic (focusing on the entire organization and long-term goals) and operational levels (focusing on local advantages and short-term goals). While (Mitra, Gaur.and Giacosa, 2019: 2069) find to that owing to the responsive, adhoc, and discontinuous nature of modification frequently activated by external factors or internal crisis within the organization, an organization necessity to repeatedly participate with the current data. This gap in literature previous motivated the researcher to study the impact of organizational ambidexterity on organizational agility For three universities in Iraq.

**1-1. Ambidexterity organizational:** This concept means having an identical degree of proficiency in using both of the indicators. Duncan, (1976.167), who initially introduced the term ambidextrous passed on this individual concept to the management area and suggests that organizations must take the appropriate steps towards diversity in structure and organizational layout to begin with device innovation. Actually, technical recessions, service rivalry, and perplexing business circumstances have only reinforced to managers the importance of adaptability and alignment. Due to shifting business climates, organizations may adjust to their current abilities, procedures, structures, and systems through suitable ambidextrous. They outperform the competition and are more innovative. (Tushman and O'Reilly, 1996: 10). While (Chanderasekaran, 2009: 19) revealed that Ambidexterity organizational represents the ability to implement creativity and improve the strategies are followed, and they require the harmonization

of activities across multiple organizational levels, and including organizational culture and effective, well-led strategies, on the other hand (Simsek, et.al, 2009: 865). Ambidexterity organizational emphasizes the delivery of more focused business units in the optimized organization for opportunities and the search for new opportunities. In addition (Gibson & Birkinshaw, 2004: 410) Organizational ambidexterity is defined as the capacity of an organization to handle complicated and in conflict parts simultaneously, like exploration and exploitation, effectiveness and efficiency, and novel innovation. alignment, and adaptation. On the hand (Luo & Rui, 2009: 69), Ambidexterity organizational refer to ability of business organizations to pursue Two things are not the same at the same time, such as using time and searching for new opportunities, and efficiency Flexibility, low cost and responsiveness to customer demands, alignment and adaptation, profit and long growth Term and short term. finally (Mahasna, 2017: 40) pointed to Ambidexterity organizational is the cognitive requirement of the stage requirements Current strategic opportunities that can be explored or exploited to move the organization to a better reality Enables it to maximize its impact in its market environment.

**1-2. Dimensions of Ambidexterity organizational:** In current study, the researcher identified dimensions of Ambidexterity organizational based on (Bodwel & Chermack, 2010, 193) (Cao, Gedajlovic & Zhang, 2009, 781):

**A. Exploration:** Diaye, (2002, 2) define exploration as a sequence of phases which resulted in the release of new products available. While (Obaidi, 2005, 25) see exploration as a submission process a new product, the enhancement of a current product, introduction or design of a novel production process, or process improvement existing productivity to meet and satisfy customers' needs and desires. As well as creating new opportunities to attract clients, adapt to market requirements and increase the organization's competitiveness in the markets it leads to the growth, survival and development of the organization. As well as (Gambatese & Hallowell, 2011, 554) assert that exploration is product (goods or services) or process exploration as well as development, finally (Al-Qurayshi, 2008: 121) asserts that the exploration is exemplary by applying knowledge based on accurate information that leads to effective results.

**B. Exploitation:** Exploitation is mean constant improvement, maximizing effectiveness, and having full authority over Perfect places. (Pai, 2007: 12)

showed that exploitation is the aptitude of the organization to recover its actions Its business is aimed at generating value in the short term. (Miles & Darroch, 2006: 485) added that there is Opportunities that have nothing to do with the organization's existing strategy, but evaluating chances external the strategy is considered s essential to accomplish its aims. believes that exploitation passes through several integrated steps, namely (Mahasna, 2017: 65):

- ❖ The difficulties or obstacles that may hinder the process of exploiting each opportunity must be identified and then identified Realistic opportunities that can be practically exploited and arranged in light of their importance and ease of exploitation The possibilities for that and the results that this opportunity is expected to achieve.
- ❖ The strategy for exploiting the opportunity must be considered through the opportunities that can be exploit it through a focused growth strategy, with the potential to increase existing sales in existing markets. The marketing of existing services in new markets or in new sectors market, developing current services and providing new services in existing markets) strategy Product development), and opportunities that can be exploited through a diversification strategy by providing new services to new customers. And there are opportunities that can be exploited by merging with another organization or possession of another organization to increase market share is called this the strategy of horizontal integration (controlling or merging with a competitor).
- ❖ Objectives of exploiting the opportunities must be defined taking into account the criteria for good goals, the most important of which are realistic. The measurability is quantitative, specified in time, and that there is no conflict or overlap between them, and that there is no duplication between them, and they should be arranged according to their relative importance.
- ❖ Thinking about the strategy and tactics of exploiting the opportunities, all of which is done in an organized and coordinated manner And according to a specific time, with the necessary plans, programs, and policies to be developed.

**1-3. Organization Agility:** The concept of agility is a contemporary concept in managerial thought, as there are a large number of students Various terminology on this concept, Current hyper-competitive dynamics have concentrated on agility, a word that originates In the area of manufacturing—

as a strategic ability (Chakravarty et al., 2013: 976). We Organizational agility has been defined as a deliberate proactive management strategy (Hitt, et al., 2007: 102), further defined by the capability to quickly respond to unexpected alterations (Erande & Verma, 2008, 32). As described (Hill & Jones, 2009, 75) Organization agility is the procedure of reordering and cancellation existing business units, markets and industries to refocus on distinguished core abilities as the organization Sensing and responding readily to environmental change (Bharadwaj, & Sambamurthy, 2003, 237) by re-configure, accumulate and use its own resources, processes, knowledge and relationships.

**1-4. Organization Agility Dimensions:** The organization agility in two interrelated dimensions based on study (Panda & Rath, 2016: 751):

- ❖ **Business process agility:** Many literatures indicates that internal business processes can be observed as critical components connecting IT capability to operational outstanding and firms Use their internal business processes to respond quickly to market or demand changes (Dove, 2001: 82). This is referred to as a company's business process agility, and it emphasizes flexible and quick response activities. As a foundation for allowing swift and ongoing transformation of innovative efforts in the face of shifts (Sambamurthy et al., 2003: 976).
- ❖ **Market Responsive Agility:** In order Organizations must be able to react quickly to exceptional market-related alterations by constantly tracking and rapidly enhancing their goods and services in order to satisfy shifting customer needs and remain competitive. The agility of in an uncertain business atmosphere, the market may be seen as emphasizing an energetic, competitive, and growth-driven entrepreneurial mindset to make strategic decisions (Sambamurthy et al., 2003: 977). Both types of agilities foster an organization's consistent readiness for shifts, and IT will ultimately establish the digital infrastructure required for establishing these agilities.

## **Part (2): Study Methodology**

**2-1. Problem of research and Questions:** The ongoing application of ambidexterity as an organizational referring to will be severely restricted unless it generates questions for study that aid in assisting organizations in developing the ability to utilize their ambidexterity or in stabilizing considerate and developing methods to strategy. As a result, there is little guidance in the organizational ambidexterity literature to direct managers

towards particular methods to achieve organizational ambidexterity. agility. Thus, the research questions we posture is as follows

1. How does organizational ambidexterity influence organizational agility?
2. Does ambidexterity organizational (exploration) affect the on-organization agility for (Mosul university, Nineveh University and University of Al-Hamdaniya)?
3. Does ambidexterity organizational (exploitation) effect on organization agility (Mosul university, Nineveh University and University of Al-Hamdaniya)?

**2-2. Importance of research:** The research can contribute to reaching the following:

1. To tests model to validate the impact of ambidexterity organizational in achieving Organization agility, which was not accorded much practical importance in previous studies.
2. The research contribution to the process of deepening the vision of the role of the (ambidexterity organizational dimensions) in achieving organization agility in) Mosul university, Nineveh University and University of Al-Hamdaniya),

**2-3. Research objectives:**

1. The objective of the research is to assess the impact of organizational ambidexterity on the organizational agility
2. To find out the impact of the organizational ambidexterity dimensions on organizational agility.
3. A structured questionnaire was utilized as a research tool to evaluate proposals. due to they help researchers reach larger samples and measure a variety of variables, structured surveys have been utilized

**2-4 Research hypotheses:**

**H1:** ambidexterity organizational (AO) a significant relationship with Organization agility

**H2:** ambidexterity organizational dimensions a significant relationship with Organization agility

**H3:** ambidexterity organizational (AO) has a significant impact on Organization agility (OA) at) Mosul university, Nineveh University and University of Al-Hamdaniya), in Iraq at the significance level with (0.05).

Sub-hypotheses may be developed from the main hypothesis:

**H3-1:** exploration has a significant effect on organization agility at, (University of Mosul, Nineveh University and University of Al-Hamdaniya), ( $\alpha \leq 0.05$ ).

**H3-2:** Exploitation has a significant impact on Organization agility at,) Mosul university Nineveh University and University of Al-Hamdaniya), at( $\alpha \leq 0.05$ ).

**2-5. Conceptual Framework:** In this research, we propose that ambidexterity organizational have an impact on **organization agility** furthermore, we suggest that the ambidexterity organization of)University of Mosul, Nineveh University and University of Al-Hamdaniya), as an independent variable while **organization agility** as dependent variables to explain the relationships in the model Figure (1).

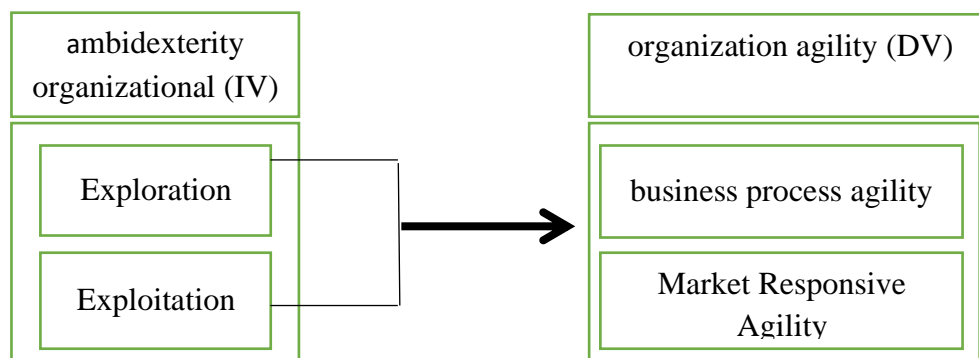


Figure (1): Theoretical model of research

## 2-6. Research limits:

1. place limits: The place limits are represented by three universities in Mosul city (Mosul university, Nineveh University and University of Al-Hamdaniya).
2. time limits: the period of accomplish research between (10/03/2023) to (02/11/2023).
3. human limits: the human limits represented to employees in some universities in Mosul city in Iraq

**2-7. Research Design:** Data were collected using a survey online of (employees) in three universities in Iraq, this sample targets education organizations, The required data were gathered using Questionnaires validated.

**2-8. The population, samples, and collection method:** The research population contained of wholly employees in three universities in Iraq,

previously selected all employees by randomly the to conduct the survey online by social media among the employees who work in these universities.

**2-9. Data gathering tool:** The questionnaire was used to collect data regarding employees. The researchers decided to collect (175) employees, Consequently, we find (150) suitable replies and exact to be utilized in the analysis. The questionnaire documents participants to provide Historical data, specifically, their (sex, age, Employment Status and level of schooling), Further divisions of questionnaire involved questions evaluating exploration, Exploitation the questions in the sections contained (six questions, six questions) for each dimension ambidexterity organizational and six questions for organization agility. In addition, established on a on a five-point scale, 1 represents a strong disagreement and 5 represents a strong agreement. Organizational agility was also assessed utilizing a Likers scale with five points (1 = not at all significant, 5 = extremely significant).

**2-10. Characteristics responds of the study:** This research is an information systematic review of Universities (Mosul University, Nineveh University and University of Al-Hamdaniya) as samples at the initial stage of our research Data were collected using a survey online of (employees) in universities in Iraq, the majority of respondents (58%) were men although (42%) were women. It may mean that the more men because the nature of society in Iraq, while the majority employment status of the employee's respondents was head of department (31.3%), swiftly followed by employees at (26%) while (dean) represent by (18%) and (associate dean) by (24.7%). This really is similar to the general idea that the head of departments is much further design and time-conscious. Another hand (36.7%) of employees respondents will age (26-35 year) this percent represent the majority and (27.3%) of employee's respondents will be recognized the importance of the subject for (36-45 years). While (22.7%) of employee's respondents (Under 25 year) years and (over 45 years) represent (13.3%). A considerable majority (52%) obtain a master's and higher degree. While (26.7%) bachelor degree on other hands (21.3%) of Diploma and below.

Table (1): Characteristics participants of the research

Variables		
Sex	Freq	Freq percentage
Man	87	58%
Woman	63	42%

Variables		
Sex	Freq	Freq percentage
Employment Status	Freq	Freq percentage
Dean	27	18%
Associate Dean	37	24.7%
Head of department	47	31.3%
Employee	39	26%
Age	Freq	Freq percentage
Under 25 year	34	22.7%
26-35 year	55	36.7%
36-45 year	41	27.3%
over 45 year	20	13.3%
level of schooling	Freq	Freq percentage
Diploma and below	32	21.3%
Bachelor's degree	40	26.7%
Master degree and higher	78	52%

Source: (survey data 2020, SPSS output).

### 3. Data Analysis

**3-1 Descriptive Data:** The Consequences of the mean and standard deviation for organizational agility. (3.78) (1.06) that opinion to a good adoption of organizational agility. In the universities under study while the results of the mean for (Ambidexterity organizational overall (3.88) and standard deviations reach to results (0.91) finally the results of the mean for (exploration and Exploitation) (3.84) (3.83) and standard deviations reach to results (0.68) (0.84). The table showed also the value of skewness is negative value its refer that data that skewed left. And we can notice the value in (Table 2).

Table (2): Descriptive statistics of variables of study

Dimensions	N	Mean	S. E	SD	Skewness
Ambidexterity organizational	150	3.88	0.75	0.91	-1.74
Exploration	150	3.84	0.55	0.68	-1.53
Exploitation	150	3.83	0.69	0.84	-2.28
organizational agility.	150	3.78	0.87	1.06	-1.52

\*Results significant at  $p \leq 0.05$ .

Source: Authors based result.

**3-2 Correlations analysis:**

**3-2-1. Relationship between Ambidexterity organizational and organizational agility:** Table (3) express the Correlations between Ambidexterity organizational and organization agility

Table (3): Correlations between Ambidexterity organizational and organization agility

		Ambidexterity organizational	organizational agility
Ambidexterity organizational	Pearson Corre	1	.546**
	Sig. (2-tailed)		.000
	N	150	150
Organization agility	Pearson Corre	.546**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Relationship is substantial at the 0.01 level (2-tailed).  
Source; authors based result

**Ambidexterity organizational-organization agility:** The table (4) indicates the significance relationship between Ambidexterity organizational and organization agility the value of correlation (0.546) when  $*p < 0.01$ . This means that Ambidexterity organizational would still rise significantly if organization agility is elevated therefore to support to accept H1.

**3-2-2 Relationship between Ambidexterity organizational dimensions and organization agility:** The Table (4) illustrate the Correlations between Ambidexterity organizational dimensions (exploration, exploitation) and organization agility

Table (4): Correlations between Ambidexterity organizational dimensions and organization agility

		exploration	exploitation	Agility Organization
exploration	Pearson Corre	1	.687**	.398**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
exploitation	Pearson Corre	.687**	1	.649**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Agility Organization	Pearson Corre	.398**	.649**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

\*\* . Relationship is substantial at the 0.01 level (2-tailed).  
Source; authors-based result

**(Ambidexterity organizational dimensions represent ((exploration, exploitation — organization agility):** the table (4) indicates the positive correlation between (exploration, exploitation) and organization agility the value of correlation) when ( $*p < 0.01$ ). This means that Ambidexterity organizational dimensions would until to increase significantly when organization agility is higher so then to support H2 to accepted

**3-3. The variance inflation factor (VIF) and tolerance:** In addition, checks of multi-collinearity premises conducted utilizing correlation (Table 4) Indicate that almost all correlation coefficients are all below (0.8), indicating population data They were permitted from an individuality, and that there was no multicollinearity. However, that inter-correlation between the independent variables further than (0.08) be an indication of multi-collinearity and Data must be examined more closely. To investigate the reality of any infraction of multi-collinearity, tolerance and the Variance Inflation Factor (VIF) tests were utilized. assumptions. Table (5) shows that the collinearity circumstances were satisfied, as every variable had an acceptable tolerance value greater than 0.10 and the VIF was greater than 10. The Durbin-Watson coefficient of observational independence was 1.809, showing that the data were not auto-correlated.

Table (5): Variance inflation factor (VIF) and tolerance statistics

Model...	(Collinearity statistics)		
	(Tolerance)	(VIF)	(Durbin Watson)
Exploration	0.640	1.000	1.140
Exploitation	0.423	1.220	2.348
Ambidexterity organizational with organizational agility.	0.902	1.337	1.809

Source: Authors based result

**3-4. Diagnostic test results:** Initial, the measures, specifically for the dependent variable (organizational agility.), were transformed into a continuous scale, and Shapiro-Walk's W test, which is stated for small and medium samples (Garson, 2012), was used to examine the normalcy of the data. Seeing that the data is normal as soon as the Shapiro-Wilk ( $W_p > 0.05$ ), Because all of the variables tested had data that was normally distributed, there were not any statistically significant variations notable in any of the variables can be with their consistent normal scores, as shown in Table (6).

Table (6): Tests of normality

Variables	(Kolmogorov-Smirnova)			(Shapiro-Wilk)		
	Statistic	df.	Sig.	Statistic	df.	Sig.
exploration	0.429	150	0.000	0.599	150	0.000
Exploitation	0.432	150	0.000	0.634	150	0.000
Ambidexterity organizational total	0.415	150	0.000	0.677	150	0.000
organizational agility	0.452	150	0.000	0.335	150	0.000

\*. (This is a lower bound of the true significance).

a. (Lilliefors Significance Correction).

Source; authors-based result

### 3-5. Regression analysis:

**3-5-1. Effect Ambidexterity organizational on organization Agility:** This section of the analysis seeks to put the primary hypothesis to the testing., which is: (H1): Ambidexterity organizational (AO) has a significant influence on organization Agility (OA) at three Universities in Iraq at the insignificant level ( $\alpha \leq 0.05$ ).

Table (7): Impact Ambidexterity organizational on organization Agility

Summary model	ANOVA				
Model	R	R Square	DF	F	Sig
1	0.546	0.298	2/148	62.706	0.000

a. Dep Var: Ambidexterity organizational.

b. Interpreters: (Constant), organization Agility.

Source; authors-based result.

It can be illustrious from the table above (Table 4) that R value (0.54) indicates a strong relationship between Ambidexterity organizational (AO) and organization Agility (OA). Ambidexterity organizational explains (29%) of the variance related to organization Agility in three universities in Iraq. Also, Ambidexterity organizational significantly and positively affects organization Agility ( $F = 62.706$ ,  $p = 0.000 < 0.05$ ).

Table (8): Constants of Ambidexterity organizational (AO) and organization agility (OA)

Model	Unstandardized coefficient		standardized coefficient	T	Sig	95% coefficient interval B		Correlations		
	B	Std error	Beta			Lower bound	upper bound	Zero - order	Partial	Part
(constant)	2.632	0.183		14.389	0.000	2.270	2.994			
Agility organization	0.465	0.045	0.692	10.404	0.000	0.377	0.554	0.692	0.692	0.692

Dependent variable Ambidexterity organizational

Source; authors based result

In addition, table (8) shows that amongst Ambidexterity organizational has the greatest influence on organization agility ( $\beta = 0.692$ ,  $p = 0.00$ ). This result is reinforced by T value (10.404). Consequently, this result accepts the main hypothesis, which states that: (H3: Ambidexterity organizational has a significant influence on organization Agility (OA)) at three universities in Iraq at the significant level ( $\alpha \leq 0.05$ ) this results to support (H3) to accept.

### 3-6. Testing Sub-Hypotheses:

**A. Effect exploration on organization agility:** Table (9) clarify to evaluate have a significant positive relationship exploration with customer retention [ $r = (0.398; p < 0.05)$ ], therefore, sub-hypothesis (3.1) is accepted. The results support that the proposal that exploration is an antecedent to organization Agility, with high levels of exploration connected with enhanced organization Agility at the universities. The estimated value of the determination revealed that exploration was a significant indicator of organizational agility to hotels [ $F(1, 148) = 27.817$ ,  $p.001$ ,  $R^2 = 0.158$ ]. And explained much of the variations in organizational agility amongst university employees.

Table (9): Effect exploration on organization Agility

Summary model	ANOVA				
Model	R	R Square	DF	F	Sig
1	0.398	0.158	2/148	27.817	0.000

a. Dept Var: exploration.

b. Interpreters: (Constant), organization Agility.

Source; authors-based result.

as well as table (10) shows that among exploration has the highest influence on organization agility ( $\beta = 0.398$ ,  $p = 0.00$ ). This consequence is reinforced by T value (5.274). Then, this result accepts the key hypothesis, which states that: (H3.1: exploration has a significant impact on organization Agility (OA)) at universities in Iraq at the significant level ( $\alpha \leq 0.05$ ) this results to support (H1.1) to accept.

Table (10): Coefficients of exploration and organization agility (OA)

Model	Unstandardize d coefficient		standardize d coefficient	T	Sig	95% coefficient interval B		Correlations		
	B	Std error	Beta			Lower bound	upper bound	Zero - order	Partial	Part
(constant)	2.840	0.195		14.553	0.000	2.454	3.225			
exploration	0.264	0.050	0.398	5.274	0.000	0.165	0.363	0.398	0.398	0.398

Dependent variable Agility organization

Source; authors-based result

**B. Effect Exploitation on organization agility:** Table (11) clarifies that there is a significant positive relationship between Exploitation and organizational agility [ $r=(0.649 \text{ } p0.05]$ , so sub-hypothesis(3.2) is accepted. The findings support the hypothesis that exploitation is a precursor to organizational agility, with high levels of exploitation associated with increased organizational agility at their universities. And the estimated coefficient of the identification revealed that exploitation was a significant indicator of organizational agility to the universities [ $F(1, 148) = 107.540$ ,  $p.001$ ,  $R^2 = 0.421$ ], and accounted for much of the variability in organizational agility between their universities

Table (11): impact Exploitation on organization Agility

Summary model	ANOVA				
Model	R	R Square	DF	F	Sig
1	0.649	0.421	2/148	107.540	0.000

a. Dep Var: Exploitation.

b. Interpreters: (Constant), organization Agility.

Source: Authors based result.

As well as table (12) shows that among Exploitation has the highest influence on organization agility ( $\beta = 0.649$ ,  $p = 0.00$ ). This result is reinforced by T value (10.370).. Therefore, this result accepts the chief hypothesis, which states that: H3.2: Exploitation has a significant impact on

organization Agility (OA) at universities in Iraq at the significant level ( $\alpha \leq 0.05$ ) this results to support (H3.2) to accept.

Table (12): Coefficients of Exploitation and organization agility (OA)

Model	Unstandardize d coefficient		standardize d coefficient	T	Sig	95% coefficient interval B		Correlations		
	B	Std error	Beta			Lower bound	upper bound	Zero - order	Parti al	Part
(constant)	1.499	0.229		6.548	0.000	1.047	1.950			
exploration	0.604	0.050	0.649	10.370	0.000	0.489	0.719	0.649	0.649	0.649

Dependent variable Agility organization

Source: Authors based result

**3-7. Multiple Regression Model Variables:** Using standard multiple regression, each of the three independent variables (Exploration, Exploitation) have been included in the regression model at the same time to assess every independent variable's ability to predict (Hair,et al,2010). To compare each of the variables, a standard coefficient was calculated.

$$Y = A + B1X1 + B2X2 + E$$

$$Y = A + B1(\text{Exploration}) + B2(\text{Exploitation}) + E$$

Where Y is overall Agility organization among Ambidexterity organizational: X1-(Exploration), X2-(Exploitation) The optimal level of overall Agility organization to the universities is presented by 1.502 units +0.56 X1units +0.62 X2 units +error term. The above equation indicates how much the Agility organization varies with an increase and /or change in the independent variable. When all other independent variables are held constant for example the unstandardized coefficient (X1) for the Exploration is equal to (0.56) implying that with one unit increase Exploration. There is an increase Agility organization by (0.56) units,however for unit increase Exploitation there is (0.62) unit increase Agility organization by (0.62) finally increase Exploitation (0.44) this lead to increase Agility organization by (0.44). We conclude that the model sufficient to forecast Agility organization in universities since it statistically significant ( $f=3/147=54.354$ ,  $*p<0.05$   $R^2 = 0.43$  More than (0.43) of the variability in the Agility organization in universities. is described by the independent variables factored in model inferring that other factors (not included in regression model) could count for about (57%) of the model.

Table (13): Effect of Ambidexterity organizational dimensions(overall) on Agility organization

Summary model	ANOVA				
Model	R	R <sup>2</sup>	DF	F	Sig
1	0..65	0.43	3/147	54.354	0.000

- Dep Var: Agility organization overall
- Interpreters: (Constant), (Exploration,Exploitation)

Source; authors based result

Table (14): coefficient output: Ambidexterity organizational dimensions(overall) and Agility organization

Model	Unstandardized coefficient		standardize d coefficient	T	Sig	95% coefficient interval B		Correlations		
	B	Std error	Beta			Lower bound	upper bound	Zero - order	Partial	Part
(constant)	1.502	0.229		6.564	0.000	1.050	1.955			
Exploration	0.56	0.057	0.090	3.048	0.296	0.173	0.053	0.398	0.086	0.066
Exploitation	0.62	0.080	0.711	8.261	0.000	0.503	0.820	0.649	0.563	0.517

Dependent variable Agility organization

Source; authors-based result

#### Part (4): Conclusions

The effect of Organizational Ambidexterity on Organization Agility has been evaluated in three universities in Iraq. Scarce theoretical works have hypothesized to study the effect of Organizational Ambidexterity on Organization Agility; however, little Others have proposed that organizational ambidexterity dimensions play an essential part in agility. Based on the research's findings and the researcher's observations, a strong relationship exists between Organizational Ambidexterity dimensions (Exploration, Exploitation) and Organization Agility. According to our findings, organizational ambidexterity facilitates market adjusting agility and operational modification agility our findings also contributes through studied effects Organizational Ambidexterity dimensions on organization agility. We find that Exploration and Exploitation influence positively on organization agility however our results also indicate a complementary relationship between Exploration, Exploitation and Organization Agility this relationship reflect on flexibility on performance of three universities.

#### Part (6): The main proposals submitted

Future studies can also be located in other sectors. As well as utilize other variables as moderating variables as (IT capability, Dynamic Capabilities and open innovation) between Organizational Ambidexterity

and organization agility to provide more general findings relevant to diverse regions and in others). Sectors communication companies, banks and cement companies and they can study impact Organizational Ambidexterity on relationship between strategic orientation and market orientation in hospitality sectors, finally you can conduct more studies by enter moderated variables as (Entrepreneurial orientation) between Organizational Ambidexterity and organization agility in others sectors such as factories

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