

PEOPLE'S DEMOCRATIC REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH
MOHAMED KHIDER UNIVERSITY OF BISKRA
FACULTY OF ECONOMIC, COMMERCIAL AND MANAGEMENT SCIENCES SECTION OF COMMERCE
SECTION OF MANAGEMENT
OPTION / STRATEGIC MANAGEMENT



**The Impact of Organizational Ambidexterity in Achieving Strategic
Success**

Case Study of Al-Salam Bank- Biskra -Agency

THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER

Supervised by:

Prof. Dr. Rais Abdelhak

Submitted by:

Othmani Marabout Safia

Board of Examiners

Rais Abdelhak	Professor	Supervisor	University of Biskra
Rouina Abdessami	Professor	Chairperson	University of Biskra
Kamilia Izzrech	Lecturer	Examiner	University of Biskra

Academic Year : 2023/2024

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Abstract:

This paper explores the impact of organizational ambidexterity in achieving strategic success, using Al-Salam Bank as a case study. Organizational ambidexterity, the ability to balance exploratory innovation with exploitative efficiency, is essential for maintaining competitive advantage. Through mixed-methods, including the descriptive-analytical approach, the study reveals that the bank's strategic success is significantly enhanced by its ambidextrous capabilities, mediated by organizational flexibility and adaptability, and moderated by external factors like regulatory changes and market competition. The research highlights practical strategies, such as exploiting opportunities and continuous learning, and provides recommendations for the bank to foster more ambidexterity. This study contributes valuable insights into leveraging ambidexterity for sustained strategic success in the banking sector and beyond.

Key words: Organizational ambidexterity, strategic success, exploration, exploitation, Al-Salam Bank.

ملخص:

تستعرض هذه المذكرة أثر البراعة التنظيمية في تحقيق النجاح الاستراتيجي، باستخدام مصرف السلام كدراسة حالة. تعتبر البراعة التنظيمية، وهي القدرة على تحقيق التوازن بين الابتكار الاستكشافي والكفاءة الاستغلالية، ضرورية للحفاظ على الميزة التنافسية. من خلال الأساليب المختلطة، بما في ذلك المنهج الوصفي التحليلي، تكشف الدراسة أن النجاح الاستراتيجي للمصرف يتعزز بشكل كبير من خلال قدراته المتغيرة بوساطة المرونة التنظيمية والقدرة على التكيف، وتتأثر بعوامل خارجية مثل التغيرات التنظيمية والمنافسة في السوق. يسلط البحث الضوء على الاستراتيجيات العملية، مثل استغلال الفرص والتعلم المستمر، ويقدم توصيات للبنك لتعزيز المزيد من المرونة والقدرة على التكيف. تساهم هذه الدراسة في تقديم رؤى قيمة حول الاستفادة من البراعة المتغيرة لتحقيق النجاح الاستراتيجي المستدام في القطاع المصرفي وخارجه.

كلمات مفتاحية: البراعة التنظيمية، النجاح الاستراتيجي، الاستكشاف، الاستغلال، بنك السلام.

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الجمهورية الجزائرية الديمقراطية الشعبية

وزارة التعليم العالي والبحث العلمي

بسكرة في: 2024/06/04

جامعة محمد خيضر - بسكرة

كلية العلوم الاقتصادية والتجارية وعلوم التسيير

قسم علوم التسيير

إذن بالطبع

أنا الممضي أسفله الأستاذ: عبدالحق رايس

الرتبة: أستاذ

قسم الارتباط: العلوم التجارية

أستاذ مشرف على مذكرة ماستر/ليسانس - للطلبة (ة): 1. عثمان بن مرابط

2 - 3

الشعبة علوم التسيير

التخصص: إدارة استراتيجية

ب عنوان: The impact of Organizational ambidexterity

in achieving strategic success

ارخص بطبع المذكرة المذكورة.

إمضاء الأستاذ المشرف

RAIS
1



الرقم: 00613/ك.ع.ا.ت.ع.ت/2024

إلى السيد مدير: مصرف السلام AL SALAM BANK
ولاية بسكرة

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبية:

- 1- صافية عثمانى مرابو
- 2- /
- 3- /

المسجلون ب: قسم علوم التسيير

بالسنة: ثانية ماستر إدارة استراتيجية

وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"" The impact of organizational ambidexterity in acheiving strategic success ""

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-05-05



ع/ عميد الكلية



تأشيرة المؤسسة المستقبلة

رضوان صولي
نائب مدير فرع



تصريح شرفي

خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرارالقرار 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي أدناه: سيفاتي جويابو صبيحة
الصفة: طالب قسم: علوم التسيير تخصص: التسيير الإداري للمنظمات
الحامل لبطاقة التعريف الوطنية / رخصة السياقة رقم: 203744753
الصادرة بتاريخ: 2011/11/20
والمكلف بإنجاز: مذكرة ماستر

تحت عنوان: "The impact of organizational ambidexterity
in achieving strategic success"

أصرح بشرفي أنني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة
الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد
للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: 2021/05/24

إمضاء الطالب

Appendix A

Questionnaire

The researcher is conducting a study entitled (Organisational ingenuity and its role in achieving strategic success: An applied study on a sample of employees at Al Salam Bank - Biskra Agency -. Please kindly read the attached questionnaire carefully and answer it objectively based on your past and current dealings with the bank, we appreciate your efforts and thank you for your co-operation in providing accurate information. The information you provide will be treated confidentially and for research purposes only.

The first part: Personal data

1. Gender:

Male

Female

2. Age:

Under 30 yo

30 to less 40 yo

40 to less then 50 yo

50 years and above

3. Education level:

Highschool

University

Masters

High education

4. Experience:

Under 5 years

5 to less than 10 years

10 to less than 15 years

15 to less than 20 years

20 years and above

5. Job Title

Manager

Head of department

Employee

Other

Part two: Questions related to the variables

1. This part is about organisational prowess so please tick the box closest to your opinion.

N	Statements	Strongly disagree	disagree	Neutral	Agree	Strongly agree
Exploration ambidexterity						
1	The bank seeks creative ways to fulfil the needs of its people.					
2	The bank searches for new ideas to offer new services through the research and development process.					
3	The bank promotes and commercializes new services.					
4	The Bank contributes to aligning its capabilities with the realities of competition.					
5	The Bank's management conducts ongoing research to identify future customer trends.					
6	The Bank seeks individuals with outstanding competencies, skills and expertise.					
Exploitation ambidexterity						
1	The Bank seeks to acquire and employ technological technologies to use time efficiently and effectively.					

2	The Bank is interested in increasing the knowledge and skills of its human resources through education and training.					
3	The Bank makes every effort to exploit new opportunities.					
4	The Bank continuously works to improve the reliability of its services.					
5	The Bank fosters employee behaviors towards commitment and dedication.					
6	The Bank works to achieve integration and balance between exploring and exploiting opportunities.					
Flexible organizational structure						
1	The Bank establishes specific, written procedures to facilitate the completion of work.					
2	The bank's divisions develop methods for organising and executing work.					
3	A change in the bank's organisational structure corresponds to any change in its strategy.					
4	The bank's employees complete transactions without reference to senior management.					
5	The current organisational structure supports effective communication and collaboration between different departments.					

6	Authorities and responsibilities are clearly allocated within the bank.					
---	---	--	--	--	--	--

2. This section is about strategic success so please tick the box closest to your opinion.

N	Statements	Strongly disagree	disagree	Neutral	Agree	Strongly agree
Survival						
1	The Bank monitors the progress and achievements of the organizations within its sector to keep pace with them.					
2	The bank aims to achieve stakeholder satisfaction as part of its culture and priority.					
3	The bank relies on the delivery of customer complaints and feedback to improve its performance.					
4	The bank is interested in establishing a clear and specific strategy for its work.					
5	The bank's management works to fulfil the services provided accurately and on time.					
6	The bank has the human and financial resources to effectively implement the defined strategy.					
Adaption						

1	The bank has the ability to adapt to current and future challenges.					
2	The Bank relies on innovative ways to retain customers.					
3	The bank's management is constantly responding to changes in its business environment.					
4	Management delegates authority to employees to make decisions that address business issues.					
5	The bank's management is highly skilled in planning to fulfil future needs.					
Growth						
1	The bank prioritizes the expansion strategy when setting its strategic direction.					
2	The bank offers innovative solutions that meet customer needs.					
3	The management uses the scientific method to develop strategies.					
4	The Bank's management encourages employees to openly present new ideas.					
	The Bank utilizes experienced					

5	professionals to advise on the best growth projects to implement.					
---	---	--	--	--	--	--

الاستبيان

تقوم الباحثة بإجراء دراسة بعنوان (البراعة التنظيمية ودورها في تحقيق النجاح الاستراتيجي: دراسة تطبيقية على عينة من العاملين في بنك السلام- وكالة بسكرة-). يرجى التكرم بقراءة عبارات الإستبيان المرفقة بدقة و الإجابة عنها بموضوعية بناء على تعاملك السابق والحالي مع البنك، مثنين جهودكم وشاكرين تعاونكم معنا في إعطاء المعلومات الدقيقة. علما بأن المعلومات التي سوف تقدمونها ستعامل بسرية تامة ولأغراض البحث العلمي فقط.

الجزء الأول: البيانات الشخصية

1. النوع الاجتماعي (الجنس):

أنثى ذكر

2. العمر:

أقل من 35 سنة من 30 الى أقل من 35 سنة من 40- أقل من 40 سنة من 35 الى أقل من 40 سنة 45 سنة فأكثر

3. المستوى التعليمي:

ثانوي ليسانس دراسات عليا (ماجستير- دكتوراه) ماستر

4. الخبرة المهنية:

أقل من 5 سنوات من 5 الى أقل من 10 من 15 الى أقل من 20 سنة من 10 الى أقل من 15 سنة 20 سنة فأكثر

الجزء الثاني: الأسئلة المتعلقة بالمتغيرات

1. يتعلق هذا الجزء بالبراعة التنظيمية لذا يرجى التكرم بوضع إشارة () في الخانة الأقرب لرأيك.

موافق تماما	موافق	محايد	غير موافق	غير موافق تماما	الفقرة	
براعة الاستكشاف						
					1 يبحث البنك عن طرق إبداعية لتلبية احتياجات افراده	
					2 يقوم البنك بالبحث عن أفكار جديدة لتقديم خدمات جديدة عن طريق عملية البحث والتطوير	
					3 يقوم البنك بتسويق الخدمات الجديدة	
					4 يساهم البنك في تحقيق المواءمة بين امكانياتها وواقع المنافسة	
					5 تجري إدارة البنك بحوثا مستمرة لمعرفة توجهات العملاء المستقبلية	
					6 يسعى البنك للبحث عن أفراد ذوي الكفاءات والمهارات والخبرات المتميزة	
براعة الاستغلال						
					7 يوظف البنك التقنيات التكنولوجية التي تملكها لاستغلال الوقت بكفاءة وفعالية	
					8 يهتم البنك بزيادة كفاءة موارده البشرية وتزويدهم بالمعارف عن طريق (التدريب، التعليم العالى...)	
					9 يبذل البنك كل الجهود والامكانيات لاستثمار الفرص الجديدة	
					10 يعمل البنك باستمرار على تحسين موثوقية خدماته	
					11 يقوم البنك بتعزيز سلوكيات العاملين نحو براعة الاستغلال	
					12 يعمل البنك على تحقيق التوازن النسبي بين الأداء الاستغلالي والأداء الاستكشافي	
هيكل تنظيمي مرن						
					13 يضع البنك إجراءات محددة ومكتوبة لتسهيل إجراءات انجاز العمل	
					14 تستجيب اقسام البنك للتطورات والبراعة الحديثة في مجال العمل	
					15 يتوافق التغيير في الهيكل التنظيمي مع التغيير في استراتيجية البنك	
					16 يقوم البنك بإنجاز المعاملات بدون الرجوع الى المستويات الإدارية العليا	
					17 يدعم الهيكل التنظيمي الحالي التواصل والتعاون الفعال بين الأقسام المختلفة	
					18 يتم توزيع السلطات والمسؤوليات بشكل واضح داخل البنك	

2. يتعلق هذا الجزء بالنجاح الاستراتيجي لذا يرجى التكرم بوضع إشارة () في الخانة الأقرب لرأيك.

موافق تماما	موافق	محايد	غير موافق	غير موافق تماما	الفقرة	
البقاء						
					19 يتابع البنك تقدم وانجازات المؤسسات التي تعمل ضمن قطاعها لمواكبتها	
					20 يهدف البنك إلى تحقيق رضا أصحاب المصلحة كجزء من ثقافتها وأهم أولوياتها	
					21 يعتمد البنك على تسليم شكاوى العملاء وآرائهم لتطوير آدائها	
					22 يهتم البنك بوضع استراتيجية محددة وواضحة لعمله	
					23 تعمل إدارة المصرف على انجاز الخدمات المقدمة بدقة وبالوقت المحدد	
					24 يمتلك البنك الإمكانيات البشرية والمالية لتنفيذ الاستراتيجية المحددة بصورة فعالة	
التكيف						
					25 يتمتع البنك بمستوى كاف من التكيف مع التحديات الحالية والمستقبلية	
					26 يعتمد البنك على طرق متجددة للحفاظ على العملاء	
					27 تستجيب إدارة البنك باستمرار للتغيرات الحاصلة في بيئة عملها	
					28 تمكن إدارة المصرف عمالها بالصلاحيات اللازمة لاتخاذ القرارات التي تعالج التحديات في العمل	
					29 تمتلك إدارة المصرف مهارات كبيرة في التخطيط لتلبية الاحتياجات المستقبلية	
النمو						
					30 يمنح البنك الأولوية لاستراتيجية التوسع عند تحديد توجهها الاستراتيجي	
					31 يقدم البنك حلولاً مبتكرة تلبى احتياجات العملاء	
					32 تستخدم الإدارة الأسلوب العلمي في وضع الاستراتيجيات	
					33 تدعم إدارة المصرف الافراد العاملين على تقديم الأفكار الجديدة وبجدية وبشكل مفتوح	
					34 يستعين البنك بذوي الخبرة من اجل تقديم الاستشارة بخصوص افضل مشاريع النمو التي يرغب في تنفيذها	

Gender (Sex)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	24	35.8	70.6	70.6
	Female	10	14.9	29.4	100.0
	Total	34	50.7	100.0	
Missing	System	33	49.3		
Total		67	100.0		

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 30 years old	9	13.4	26.5	26.5
	30 to less than 40 years old	16	23.9	47.1	73.5
	40 to less than 50 years old	8	11.9	23.5	97.1
	50 years old and above	1	1.5	2.9	100.0
	Total	34	50.7	100.0	
Missing	System	33	49.3		
Total		67	100.0		

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highschool	6	9.0	17.6	17.6
	Bachelor's	15	22.4	44.1	61.8
	Master's	10	14.9	29.4	91.2
	Postgraduate	3	4.5	8.8	100.0
	Total	34	50.7	100.0	
Missing	System	33	49.3		
Total		67	100.0		

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 5 years	16	23.9	48.5	48.5
	5 to less than 10 years	13	19.4	39.4	87.9
	10 to less than 15 years	2	3.0	6.1	93.9
	15 to less than 20 years	1	1.5	3.0	97.0
	20 years and above	1	1.5	3.0	100.0
	Total	33	49.3	100.0	
Missing	System	34	50.7		
Total		67	100.0		

Job Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	1	1.5	3.0	3.0
	Head of department	8	11.9	24.2	27.3
	Employee	23	34.3	69.7	97.0
	Other	1	1.5	3.0	100.0
	Total	33	49.3	100.0	
Missing	System	34	50.7		
Total		67	100.0		

Reliability Statistics

Cronbach's Alpha	N of Items
.949	34

Descriptive Statistics

	N	Mean	Std. Deviation
The bank seeks creative ways to fulfil the needs of its people.	34	3.94	.649
The bank searches for new ideas to offer new services through the research and development process.	34	4.09	.570

The bank promotes and commercializes new services.	34	4.06	.694
The Bank contributes to aligning its capabilities with the realities of competition.	34	4.09	.621
The Bank's management conducts ongoing research to identify future customer trends.	34	4.15	.657
The Bank seeks individuals with outstanding competencies, skills and expertise.	34	4.21	.770
Explorataion ambidexterity	34	4.0882	.43661
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
The Bank seeks to acquire and employ technological technologies to use time efficiently and effectively.	34	4.15	.610
The Bank is interested in increasing the knowledge and skills of its human resources through education and training.	34	4.24	.554
The Bank makes every effort to exploit new opportunities.	34	4.15	.558
The Bank continuously works to improve the reliability of its services.	34	4.12	.686
The Bank fosters employee behaviours towards commitment and dedication.	34	4.24	.606
The Bank works to achieve integration and balance between exploring and exploiting opportunities.	34	4.03	.577
Exploitation ambidexterity	34	4.1520	.46124
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
The Bank establishes specific, written procedures to facilitate the completion of work.	34	4.24	.554
The bank's divisions develop methods for organising and executing work.	34	3.88	.769

A change in the bank's organisational structure corresponds to any change in its strategy.	34	3.94	.600
The bank's employees complete transactions without reference to senior management.	34	3.50	1.080
The current organisational structure supports effective communication and collaboration between different departments.	34	4.09	.668
Authorities and responsibilities are clearly allocated within the bank.	34	4.18	.576
Flexible organizational structure	34	3.9706	.41938
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
The Bank monitors the progress and achievements of the organisations within its sector to keep pace with them.	34	4.06	.694
The bank aims to achieve stakeholder satisfaction as part of its culture and priority.	34	4.00	.651
The bank relies on the delivery of customer complaints and feedback to improve its performance.	34	4.15	.784
The bank is interested in establishing a clear and specific strategy for its work.	34	4.06	.694
The bank's management works to fulfil the services provided accurately and on time.	34	4.24	.606
The bank has the human and financial resources to effectively implement the defined strategy.	34	4.12	.686
Survival	34	4.1029	.55659
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
The bank has the ability to adapt to current and future challenges.	34	4.12	.640
The Bank relies on innovative ways to retain customers.	34	4.18	.521

The bank's management is constantly responding to changes in its business environment.	34	4.09	.570
Management delegates authority to employees to make decisions that address business issues.	34	4.06	.736
The bank's management is highly skilled in planning to fulfil future needs.	34	4.09	.668
Adaption	34	4.1059	.47796
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
The bank prioritises the expansion strategy when setting its strategic direction.	34	4.03	.521
The bank offers innovative solutions that meet customer needs.	34	4.09	.452
The management uses the scientific method to develop strategies.	34	4.06	.489
The Bank's management encourages employees to openly present new ideas.	34	4.09	.621
The Bank utilises experienced professionals to advise on the best growth projects to implement.	34	3.94	.736
Growth	34	4.0412	.37101
Valid N (listwise)	34		

Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Exploration Ambidexterity	34	.486	.403	-.785	.788
Exploitation Ambidexterity	34	.453	.403	-.855	.788
Flexible Organizational Structure	34	.757	.403	.116	.788
Survival	34	-.122	.403	-.536	.788
Adaption	34	.358	.403	-.831	.788
Growth	34	.679	.403	.204	.788
Organizational Ambidexterity	34	.581	.403	-.462	.788

Strategic Success	34	.470	.403	-1.099	.788
Valid N (listwise)	34				

Correlations

		Exploration ambidexterity	Exploitation ambidexterity	Flexible organizational structure	Organizational Ambidexterity
Exploration ambidexterity	Pearson Correlation	1	.792**	.654**	.913**
	Sig. (2-tailed)		.000	.000	.000
	N	34	34	34	34
Exploitation ambidexterity	Pearson Correlation	.792**	1	.650**	.916**
	Sig. (2-tailed)	.000		.000	.000
	N	34	34	34	34
Flexible organizational structure	Pearson Correlation	.654**	.650**	1	.852**
	Sig. (2-tailed)	.000	.000		.000
	N	34	34	34	34
Organizational Ambidexterity	Pearson Correlation	.913**	.916**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	34	34	34	34

Correlations

		Adaption	Growth	Survival	Strategic Success
Adaption	Pearson Correlation	1	.679**	.729**	.937**
	Sig. (2-tailed)		.000	.000	.000
	N	34	34	34	34
Growth	Pearson Correlation	.679**	1	.659**	.893**
	Sig. (2-tailed)	.000		.000	.000
	N	34	34	34	34
Survival	Pearson Correlation	.729**	.659**	1	.761**
	Sig. (2-tailed)	.000	.000		.000
	N	34	34	34	34
Strategic Success	Pearson Correlation	.937**	.893**	.761**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	34	34	34	34

Descriptive Statistics

	N	Mean	Std. Deviation
Exploration ambidexterity	34	4.0882	.43661
Exploitation ambidexterity	34	4.1520	.46124
Flexible organizational structure	34	3.9706	.41938
Organizational Ambidexterity	34	4.0703	.39291
Valid N (listwise)	34		

Descriptive Statistics

	N	Mean	Std. Deviation
Survival	34	4.1029	.55659
Adaption	34	4.1059	.47796
Growth	34	4.0412	.37101
Strategic success	34	4.0735	.38949
Valid N (listwise)	34		

Correlations

		Exploration ambidexterity	Exploitation ambidexterity	Flexible organizational structure	Organizational Ambidexterity
Strategic success	Pearson Correlation	.917**	.836**	.573**	.871**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	34	34	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Adaption	growth	survival	Organizational Ambidexterity	Strategic success
Adaption	Pearson Correlation	1	.679**	.729**	.897**	.937**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	34	34	34	34	34
growth	Pearson Correlation	.679**	1	.659**	.672**	.893**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	34	34	34	34	34
survival	Pearson Correlation	.729**	.659**	1	.826**	.761**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	34	34	34	34	34

Organizational Ambidexterity	Pearson Correlation	.897**	.672**	.826**	1	.871**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	34	34	34	34	34
Strategic success	Pearson Correlation	.937**	.893**	.761**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	34	34	34	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938 ^a	.881	.869	.14107

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.409	3	1.470	73.854	.000 ^b
	Residual	.597	30	.020		
	Total	5.006	33			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.683	.258		2.649	.013
	exploration ambidexterity	.652	.097	.731	6.749	.000
	exploitation ambidexterity	.284	.091	.337	3.119	.004
	flexible organizational structure	-.115	.081	-.123	-1.418	.166

Section 1

1- Introduction

Organizations facing complex, ambiguous, and dynamic environments find adaptive learning a key to survival and success. In the complex and ever-evolving landscape of modern business, achieving success is not merely a matter of chance or happenstance; it is a meticulously crafted journey guided by strategic foresight, insightful planning, and decisive execution. Strategic success is the cornerstone of organizational achievement, encompassing the effective implementation of strategies to attain business goals.

Organizations also face the dual challenge of maintaining current success while also pursuing future opportunities. On one hand organizations need to exploit their existing resources and processes for efficiency and profitability, on the other hand organizations need to explore new opportunities for innovation and growth. This inherent tension between exploitation and exploration is where the concept of organizational ambidexterity comes into play it's a concept that has gained significant attention in recent years due to its potential to enhance organizational performance and adaptability. It has been studied extensively in various fields, including management, organization studies, and strategy.

In today's corporate environment characterized by rapid technological advancements and shifting market dynamics, organizations must sustain their competitive edge and achieve strategic success for survival means, and research shows that organizational ambidexterity is the concept that has emerged as vital in this context. Furthermore banks are keen to keep abreast of the rapid developments in order to achieve a better level of management to meet the challenges and financial transformations they face especially in light of the growing needs of customers and the entry of new competitors, The quality of banking service is an advantage to be

used to enhance the Bank's position in the market, since the rapid developments and changes in the financial markets have changed the reality of the banking environment more than what is expected.

2- THE GENERAL FRAMEWORK OF THE STUDY

Research Problem

Achieving strategic success is paramount for organizations to thrive and remain relevant. Organizational ambidexterity, the ability to simultaneously exploit existing capabilities and explore new opportunities, has emerged as a crucial factor in determining banks' ability to navigate challenges, capitalize on emerging trends, and sustain long-term success. Thus, we conclude the need to study the relationship between Organizational ambidexterity and Strategic Success in Al Salam Bank.

Based on the above, the problem of the study is determined by the following question:

Q1- What is the impact of Organizational ambidexterity in achieving Strategic Success in Al Salam Bank -Biskra Agency?

Q1-1 How does Al-Salam Bank cultivate ambidextrous capabilities within their structures and processes?

Q1-2 How does the Salam Bank maintain its position and adapt to the surrounding environment while trying to grow further?

Q1-3 Is there a correlation between Organizational Ambidexterity and Strategic Success?

Research purpose:

The purpose of this research is to highlight the influence of Organizational Ambidexterity in achieving Strategic Success. By investigating the cultivation, implementation, and outcomes of ambidextrous strategies, the study aims to provide insights into how Al Salam bank- Biskra Agency can effectively balance exploitation and exploration to drive strategic success. Specifically, the research seeks to:

- Uncover the underlying dimensions of organizational ambidexterity and strategic success by surveying the sample of the respondent bank.
- Discover the application level of Organizational Ambidexterity concept in Al Salam bank.

- Disclosure of the relationship between Organizational Ambidexterity and Strategic Success in the sample.
- provide valuable insights into how banks can effectively balance exploration and exploitation strategies to drive to a long- term success.

Hypothesis of the study:

In order to provide an appropriate answer to the questions posed and the study seeks to test the validity of the following assumptions:

The general hypothesis

H1- There is a positive significant relationship between organizational ambidexterity and strategic success.

H2- There is a significant impact of organizational ambidexterity in achieving strategic success at Al-Salam Bank Biskra-agency.

Sub-hypothesis

H1-1- There is a positive level in applying Organizational ambidexterity concept in the bank.

H1-2- There is a positive level in applying strategic success concept in the bank.

Importance of the dissertation:

The dissertation is important because it expands the theoretical understanding of organizational ambidexterity and its impact on strategic success, it provides a comprehensive framework for analyzing how balancing exploration and exploitation activities can drive strategic outcomes. The study's robust empirical analysis, including the use of advanced statistical techniques, ensures the reliability and validity of its findings. Additionally, its context-specific insights make the research directly applicable to practitioners in various industries and regions, enhancing its practical relevance.

Furthermore, the dissertation offers practical strategies for managers to effectively cultivate organizational flexibility and adaptability, which are crucial for thriving in dynamic business environments. It provides actionable policy recommendations to support ambidexterity at broader levels, helping foster innovation and sustain competitive advantage. By addressing contemporary business challenges such as digital transformation and globalization, the study remains highly relevant to today's

business landscape. The identification of gaps in the current literature and the proposal of future research directions contribute significantly to ongoing scholarly conversations, making the dissertation a valuable resource for both academics and practitioners.

Previous Studies

- 1- Study of **Simon Alan, Kumar Vanya, Shoeman Peter, Moffat Pirrie and Power Damien (2011)**: an article entitled « **Strategic capabilities and their relationship to organizational success and its measures Some pointers from five Australian studies** ».

The purpose of this paper is to determine the strategic capabilities that are related to success in five disparate Australian industries, five studies were conducted using a generative multi-stage research approach in order to determine the capabilities that are related to success in the management, it addressed the relationship between strategic capabilities and the dimensions of organisational success (survival-growth). The researcher reviewed indicators that can be used to measure strategic success and the researcher proved that there is a relationship between strategic capabilities and indicators of organisational success.

- 2- Study of **Al-Tamimi and Al-Khashali (2015)**: an article entitled « **The impact of strategic alliance components in achieving strategic success: An applied study in the current banks operating in Jordan** ».

This study aimed to test the impact of the components of the strategic alliance on the strategic success of commercial banks operating in Jordan, the study population consisted of all managers at senior levels working in Jordanian commercial banks and the study was conducted on a sample of 96 managers working in Jordanian commercial banks, and to achieve the objectives of the study, a set of appropriate statistical transactions were used, including frequencies, percentages, Cronbach's alpha coefficient, arithmetic mean, standard deviation, simple and multiple regression, and the study concluded that there is a statistically significant effect of the components of the strategic alliance on strategic success in Jordanian commercial banks, and the study found a statistically significant effect of the components of the strategic alliance on strategic success. The most important recommendations are that

Jordanian commercial banks should pay more attention to joint ventures with Arab banks and the need to increase managers' awareness of the importance of developing banking services by entering into partnerships.

- 3- Study of **Al-Rikabi (1998)**: A PhD thesis entitled « **Strategic management and its impact on the successful management of Iraqi organizations, A field study of a sample of Iraqi industrial establishments** ».

This study aims to investigate the factors influencing strategic success in terms of (adaptation and growth), and determine the pattern of its relationship with strategic management in terms of (strategic analysis and formulation, strategic direction and choice, strategy formulation and implementation, and strategic evaluation and control). The sample size was 60 employees and then identified ways to improve strategic performance in the respondent organisations.

Key Findings: The lack of clarity of the concept of strategic management among the respondents had a negative impact on the strategic success of the respondent organisations.

- 4- Study of **Araden Hatem, Amal Mahmoud Ali (2014)**: An article entitled «**Effectiveness of the organization and its role in achieving the requirements of Strategic succes, A survey of a sample of employees at Asia Telecom in Baghdad** ».

This study aimed to try to direct the attention of the management of organisations to study the organisational dimensions to make them more flexible and adaptable in line with the environmental developments in all fields in order to create an effective organisation and to identify the relationship and impact of the dimensions of organisational relativity in achieving the requirements of strategic success in the research company. It was conducted on Asia Telecommunications Company Baghdad, while the sample consisted of 60 employees of the organisation, the study adopted the exploratory method.

Key Findings: The nature of work in the study organisation depends on the need to provide survival factors by focusing on the dimension of leadership, organisation and organisational culture, achievement and continuous improvement, which enhances the requirements of strategic success through the strategy of survival, and the adaptation variable did not have an effective role in the organisation, which means that environmental changes are

overlooked, which negatively affects the effectiveness of the organisation and is likely to lead to a weakness in the long-term survival strategy.

- 5- Study of **Theresa K. Lant and David B. Montgomery (1987)**: An article entitled « **Learning from Strategic Success and Failure**».

This study proposes three models of organization response in different environments: 1) A model of how aspiration levels or goals adapt over time, 2) a model of the riskiness of strategic choices made, and 3) a model of the innovativeness of search activities. In each model, the difference between performance and aspiration level is posited to be an important explanatory variable. Data were gathered from a Markstrut industry comprised of five teams of Sloan Management Fellows at the Stanford Graduate School of Business, the data are consistent with all three models.

It has provided evidence that decision makers pay attention to their aspirations, adjust their aspirations in response to experience, and use performance relative to their aspiration level as a cue that affects the nature of their future decisions.

- 6- Study of **O'Reilly III Charles and Tushman Michael (2013)**: An academic article entitled « **Organizational Ambidexterity: Past, Present and Future**».

This study aimed to bring attention to the concept of organizational ambidexterity and its growing importance in the business world over the past 15 years, analyze its impact and identify key factors. They concluded that Organizations that can achieve ambidexterity are likely to experience positive outcomes such as improved financial performance, stronger market share, and enhanced long-term sustainability.

- 7- Study of **Sebastian Raisch and Julian Birkinshaw (2004)**: An journal article entitled « **The antecedents, consequences, and mediating role of Organizational Ambidexterty** ».

This study focuses on contextual ambidexterity within business units. The findings suggest that a context characterized by a combination of stretch, discipline, support, and trust facilitates contextual ambidexterity. Ambidexterity is found to mediate the relationship between context and firm performance.

- 8- Study of **Abotaleb Siham and Elnagar Ahmed (2022)**: A journal article entitled « **Linking between high-performance work practices (HPWPs) and organizational ambidexterity: An Empirical Study** ».

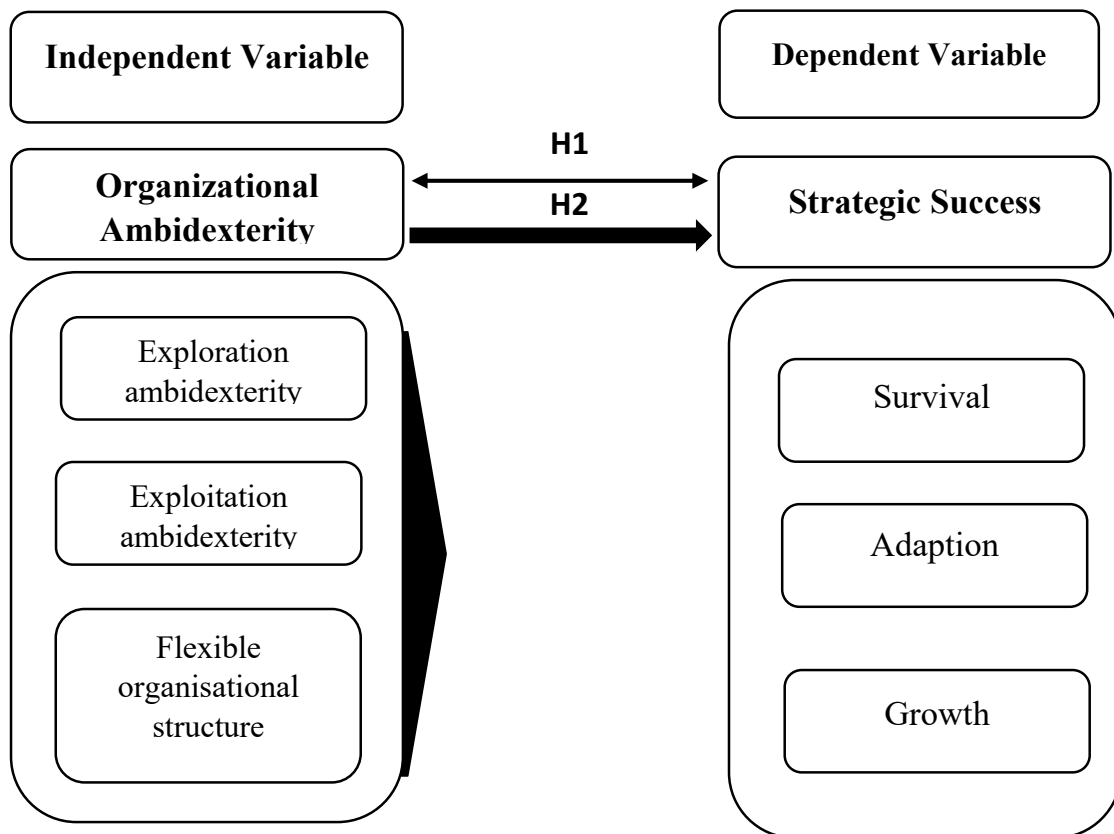
- This study is about linking high-performance work practices (HPWPs) and organizational ambidexterity in the Egyptian tourism and hotel sector, it discusses the positive effects of HPWPs on employee performance and satisfaction. the study found that HPWPs are positively correlated with Organizational Ambidexterity. Abotaleb and Elnagar recommend that Egyptian travel agencies and hotels adopt HPWPs.
- 9- Study of **Tarody David (2016)** : A journal article entitled «**Organizational Ambidexterity as a new research paradigm in strategic management**».
This paper's aim is to introduce the fundamental elements and different subfields of organizational ambidexterity but the researcher mentioned that but questions remained unanswered and suggested that future research should focus on how ambidexterity develops in organizations, the drivers of ambidexterity, and how to investigate these questions using qualitative methods.
- 10- Study of **Arif Lamis (2017)**: A Magister Thesis in Business Administration entitled « **The mediating role of organisational ambidexterity in the relationship between dynamic capabilities and organisational agility: A field study on Jordanian pharmaceutical companies** ».
In her study, the researcher conducted a field study on Jordanian pharmaceutical companies and the findings were as follows: Dynamic capabilities (learning capabilities and coordination capabilities) affect the achievement of organisational agility and market responsiveness in Jordanian pharmaceutical companies, and dynamic capabilities affect organisational agility.
- 11- Study of **Maha Sabah Ibrahim (2017)**: A journal article entitled « **Organizational Ambidexterity and its Impact in Achieving Strategic Success Applied Study in National Bank of Iraq**».
In this study the researcher tries to identify he nature of the impact of organisational ambidexterity on achieving strategic success and provide recommendations to assist the management of the research bank in creating ambidextrous leaders. A sample of 16 individuals at all levels of management was selected and the questionnaire was adopted as the main tool for collecting information for the research.
The results showed that there are high levels of all dimensions of strategic success in the bank and that the bank's management is interested in providing

distinguished and renewable services, and this will only happen if the working individuals have skills that accommodate the changes that occur rapidly.

The study structure:

Based on the research problem, a hypothetical model has been built that includes the independent variable – organizational ambidexterity – and its dimensions includes exploration and exploitation ambidexterity and flexible organizational structure, the dependent variable “strategic success”, and its dimensions represented as (survival, adaption, growth).

Figure (A): The study structure



Study terminology:

Organizational ambidexterity: refers to the ability of an organization to simultaneously engage in both exploration and exploitation activities with equal effectiveness. It is defined procedurally as the degree of the respondents' response to the study questions that measure the following dimensions of organisational ambidexterity:

- Exploration ambidexterity: reflects the organisation's ability to adapt to environmental changes, the availability of knowledge and its ability to search for new opportunities related to new customers and the development of new products, services and markets.
- Exploitation ambidexterity: represents the activities that achieve efficiency by focusing on the organisation's operational processes, reducing the cost of these processes, and paying attention to quality and continuous improvement.
- Flexible organisational structure: which refers to a set of mechanisms, methods, expertise, skills and strategies used by the organisation in order to align, create alignment and adapt to independent structures.

Strategic success: the strategic success of an organisation is achieved through its ability to adapt to environmental changes and exploit opportunities for growth, which contributes to the survival of the organisation..

- Adaptation: The organisation's response to changes in the internal and external environment.
- Growth: Seizing opportunities for growth and expansion.
- Survival: The organisation continues to operate efficiently.

Ontological positioning:

As the management sciences have benefited from the epistemological openness that has emerged, researchers have varied in their positioning between the three main epistemological models used in these sciences, namely positivism, interpretivism, and constructivism. There are also those who have adopted hybrid expectations depending on the requirements of the research between more than one model.

In our current study, we will rely on the positivist model as required by the requirements of this study and its variables, as the positivist model is the most

widely used in order to reach the truth through understanding the relationships and laws that govern them and link the different variables. This is what serves our study, which is concerned with highlighting the impact of organizational ambidexterity in achieving strategic success in Bank Al Salam_Beskra_.

The topic of the impact of organizational ambidexterity in achieving strategic success in an organisation can be positioned within the framework of descriptive epistemology, where the focus is on describing and analysing the role that organizational ambidexterity plays in achieving the strategic goals of the organisation. This positioning will be based on an examination of the existing literature and theory on Organizational ambidexterity and its impact on the strategic success of organisations.

Methodology of the study:

In order to answer the set of questions and test the hypotheses, the descriptive-analytical approach was adopted.

- Descriptive: By collecting information related to the topic of the study, several references were used, including books, master's and doctoral memos, and scientific articles.

- Analytical: By collecting data and information on the study population, namely the employees of Al Salam Bank Biskra -Agency, and analysing them and describing the results obtained, in addition to using the statistical method through the study tool, the questionnaire, and relying on the statistical program SPSS to process, translate and transform the data in the form of statistical tables and figures.

Data collection tools:

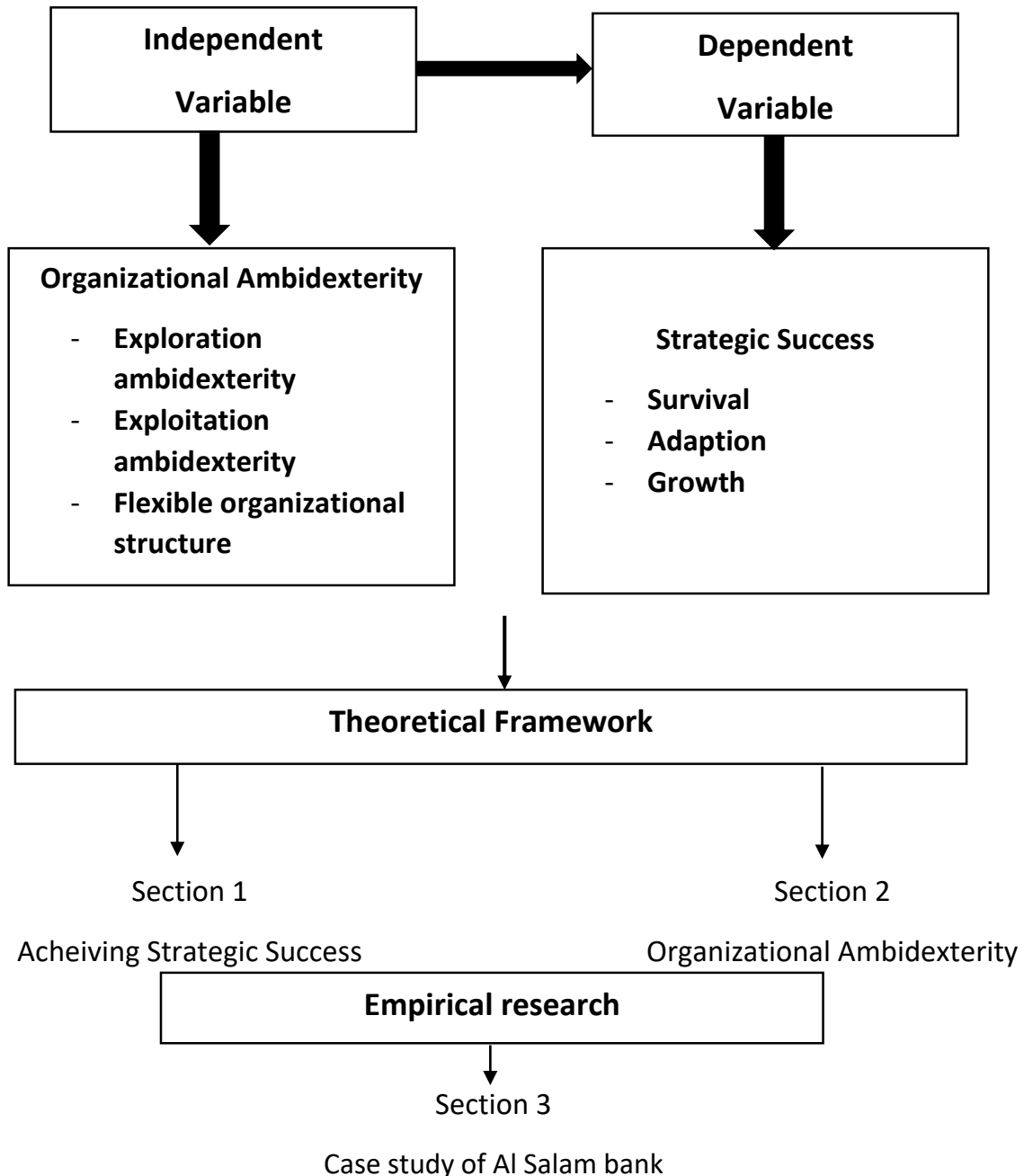
- Primary data: The data were obtained by designing a questionnaire and then collected, sorted, transcribed and analysed using spss statistical analysis software, and using appropriate statistical tests, with the aim of reaching significances with values and indicators that support the subject of the study.

- Secondary data: We reviewed various books, dissertations and articles related to the topic that helped us in all stages of the study.

The borders of the study:

The field study was conducted at Salam Bank, Biskra Agency, and the study population consisted of all departments of the bank under study. The study period took place during the month of April 2024, where 40 questionnaires were distributed to employees and 34 were retrieved.

Figure (B): General conception of the study



Literature Review

In the realm of modern business, where competition is fierce and markets are constantly evolving, strategic success serves as the beacon guiding organizations towards prosperity and longevity. Strategic success encapsulates more than just financial gains; it embodies the holistic achievement of organizational objectives, sustained growth, and the creation of enduring value.

In this section, we aim to expose the concept of strategic success and its framework, elucidating its significance and the pathways that pave the way for organizational excellence.

Topic1: Strategic Success Review

1. Concept of Strategic Success:

Organizations aim for success by developing organizational capabilities and core competencies that enable them to efficiently and effectively coordinate the use of their resources, thereby achieving excellence and gaining an advantage over competitors (Al-Tamimi, Al-Khashali, Mohammed, & Jarallah, 2015, p. 646). (Al-Tayeb & Murad, 2007, p. 38) believes that business continuity and survival for long periods represents the essence of strategic success, it also represents the main pillar on which an organization can be based in the search for the appropriate situation to adapt to the surrounding environment, this is what enables the organization to achieve continuity, stability and survival and to achieve the pillars of strategic success (efficiency and effectiveness). It is also defined as the ability of the organization to formulate a clear, specific and changeable strategy according to the requirements of the surrounding environment and implement it effectively in the presence of innovative leadership, motivational culture and creativity among employees, which leads to the satisfaction of beneficiaries, and ensures survival, growth, continuity and excellence over competing institutions (Mazhar, 2020, p. 29).

(Al-Azzawi, 2009, p. 22) pointed out that the success of any organization depends on the extent to which it invests in mental capacity, which represents the real value by transferring and learning new knowledge and putting it into practice. And In a more extensive framework (Thomas, 2005, pp. 3-4) looked at it through "Successful leadership and management that understands the purpose of the organization and what is happening in the business environment, anticipates events and faces reality with a long-term view that focuses on critical success factors, for competition that adds value to the customer and all stakeholders, can communicate vision, purpose, achievable goals and measurable objectives, develops new capabilities and intellectual capital, and is more externally focused than internally , and focuses on employee development, motivation, satisfaction, feedback, evaluation and review". Whereas Sukasamek focuses on the organization's relationship with the customer and the value created for shareholders defining it as "Focusing on building and maintaining customer relationships and business competition is the key to success" (Sukasame, 2005, p. 6).

From the above concepts, we can conclude that:

Section 1.....Acheiving Strategic Success

- Survival, adaptation and growth are the criteria for achieving strategic success in an organization.

- Strategic success in an organization requires the formulation and implementation of a correct and clear strategy for the organization in the face of environmental changes.

- Customer retention and maximizing shareholder value is a major part of achieving strategic success.

- Successful leadership and intellectual capital are at the core of achieving strategic success.

2. Strategic Success Objectives:

There is no doubt that every organization, regardless of its size, legal form and the nature of its activity, seeks to achieve success and this is due to the extent to which the organization is aware of the need to achieve strategic success goals that enable it to survive and prosper for as long as possible, Where the strategic success objectives consist of: (Fatonah, 2023, p. 826)

- Assisting the organization in shaping its future by cultivating leaders equipped with the knowledge and skills to identify weaknesses and untapped opportunities, develop an ideal vision for the organization's future, and employ innovative methods to achieve this vision and reach the planned objectives.

- Enhancing organizational efficiency.

- Achieving the planned results and constantly being prepared to make any change in the organization.

- Stimulate and develop the creative abilities of employees.

In addition, the following objectives can be extracted from the previous definitions of strategic success: (Prepared by the student based on the definitions)

- Ensuring that the organization adapts to any changes in its environment.

- Growing the organization by discovering and exploiting opportunities, allowing it to achieve excellence and leadership.

- Developing and improving the competence of the organization's employees.

Section 1.....Acheiving Strategic Success

- Formulating and implementing a strategy that meets the organization's purpose and ensures its survival.

- Creating value for all stakeholders (shareholders, customers).

- Building Organizational Capabilities and Core Competencies.

Other objectives of strategic success (Al-Kubaisi, 2017, p. 7):

- Enabling the organization to increase its organizational efficiency by implementing a systematic approach to managing its activities.

- Enhance organizational effectiveness through a more accurate understanding of the impact of decisions on the organization and the environment in which it operates.

- Measuring the organization's performance at each stage of its lifecycle.

- Enabling the organization to increase its ability to face and adapt to changes in its environment.

- Attracting and enhancing customer loyalty to the goods and services provided by the organization.

3. The Importance of Strategic Success:

The importance of strategic success is summed up in the fact that it is considered one of the main drivers that enable the organization to identify and develop the necessary mechanisms to exploit the resources it possesses, to achieve and support the competitive advantage of the organization and ensure its survival and continuity for the longest period, in light of the changes in the environment in which the organization operates (Mbaka & Mugambi, 2014, p. 61). The importance of strategic success is also highlighted by its role in supporting senior management to determine the necessary procedures, policies and programs to allocate and organize resources based on clear budgets to implement the strategy that the organization seeks to execute (Gatzert & Schmit, 2015, pp. 12-13).

The importance of strategic success lies in its ability to provide organizations with a structured approach to navigate challenges, capitalize on opportunities, and achieve long-term sustainability. Here are key points highlighting the significance of strategic success: (Bottrell, 2023)

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- **Clarity and Direction:** Strategic planning enables businesses to define their vision and mission clearly, fostering a shared understanding among stakeholders and aligning efforts towards common goals.

- **Resource Allocation:** Strategic planning facilitates effective resource allocation by identifying areas of strength and weakness, guiding where resources should be strategically allocated to maximize impact and address challenges.

- **Performance Measures:** A successful strategic plan provides quantifiable goals, forecasts revenues and expenses, and allows management to compare actual financial results against projected outcomes, enabling informed decision-making and performance evaluation.

- **Enhanced Communication and Collaboration:** Strategic planning fosters communication and collaboration within an organization by involving key stakeholders in the planning process, creating a platform for sharing ideas, insights, and perspectives that lead to improved decision-making and efficient resource allocation.

Topic2: Fundamentals of Strategic Success

As we encountered in the previous research, there are many different perspectives of thinkers in providing a definition of strategic success, we also find that there are many models developed by researchers to embody strategic success , and this is due to the different indicators that measure strategic success, as organizations face a range of obstacles on their way to achieving success , so they must be aware of the reasons for not achieving strategic success and work to find ways to confront them.

1. Strategic Success Models:

Researchers and writers have come up with various models to explain the concept of strategic success or identify the steps that are adopted in achieving it, as well as the models that look at it as a process. These models are:

- **Success Star Model:** Allan Gates Gates Allan has developed a model of strategic success known as the Success Star, which is used for strategic planning and diagnosis in the organization. The model describes the relationship between five important parts of the organization, namely: Strategic Orientation, Function, Structure,

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Resources and Information Sharing where; (Blixt, James Partners, & Associates, 2004, p. 4)

- Strategic Orientation: this part of the model answers the most important questions about the organization's identity, purpose and direction, as it includes Vision, mission, values and goals, this pole drives everything in the organization.

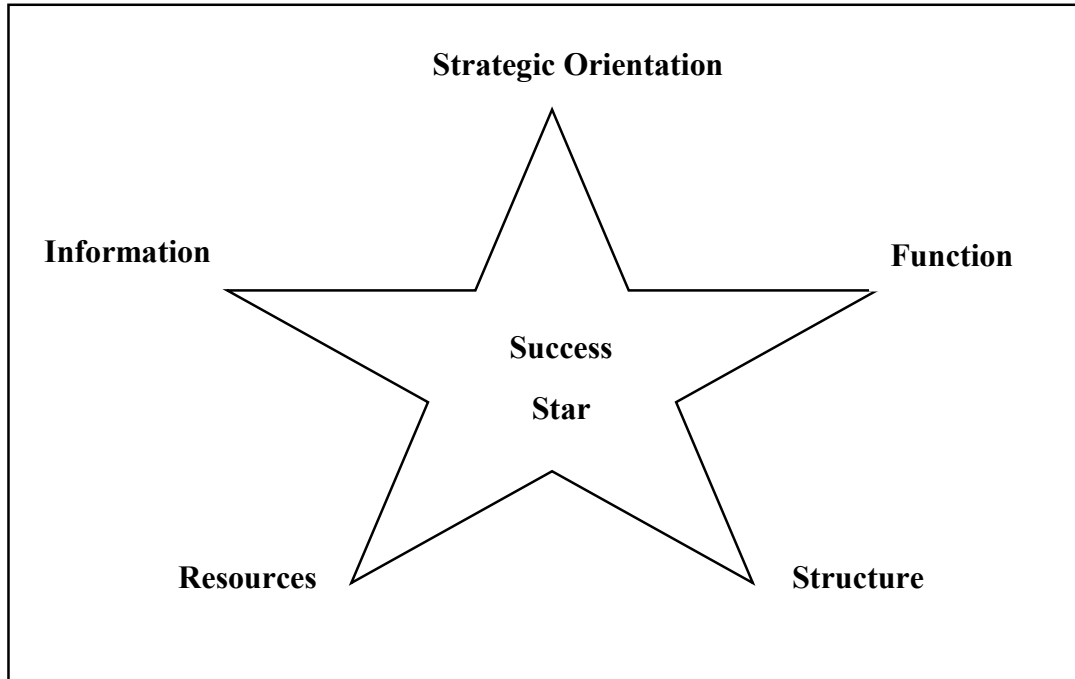
- Function: this part refers to the systems and processes used to accomplish the work required by the organization's strategy, and answers the following questions: are we doing the right work? Is it done in the best way? Does it have the right systems in place (e.g. information systems, training and reward systems)? information systems, training and reward systems) to support the work?

- Structure: the organizational structure involves more than defining organizational levels, power distribution and decision-making centers, and job descriptions, it also encompasses the culture of the organization that guides the relationships between individuals.

- Resources: these include human resources, technology, equipment and materials, knowledge and competencies possessed by individuals.

- Information sharing: It means sharing information among all individuals in the organization in order to achieve actions effectively and quickly in support of the strategy and achieve success.

Figure1: Success Star model



Source: Blixt, James partners & Associates, fig 2, 2004, p.4)

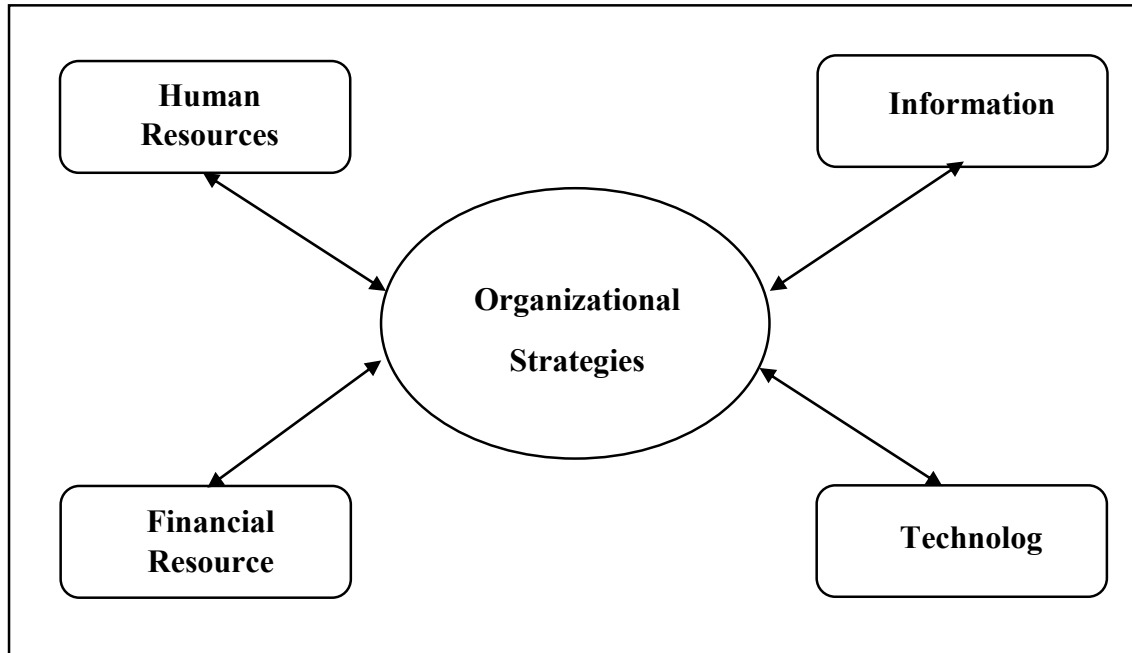
Gates observed that for an organization to be successful, it needs to know and understand how to make all the points of the star shine at the same time. When things are going well, all the poles of the star are shiny, so that one pole supports the other. When things are out of balance in an organization’s success star model, change becomes necessary therefor; Any imbalance in one point of the star will affect the rest of the organization. This doesn't mean that all points of the star have to work at the same time, but we can maintain the system as a whole in order to fully understand the impact and exploit change initiatives now or in the future.

-Johnson, Scholes & Whittington’s model: They made a very important point about achieving strategic success, which is that department managers and individuals at the lower levels have a higher level of control than senior managers in managing resources, processes and activities that are critical to achieving strategic success. They are likely to be more knowledgeable about changes in the business environment with which they come into contact. Accordingly, a model was presented in which was highlighted that the achievement of strategic success of the organization is related to the existence of a two-way relationship between the overall organizational strategies of the organization and the strategies related to the management of four

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basic resources, namely: human resources, information, financial resources and technology. (Johnson, Scholes, & Whittington, 2007, p. 474)

Figure2: Johnson & Al's model of strategic success



Source: Johnson & Al, Fig13.1, 2005, p.474)

- Human Resources: Human Resource Management (HRM) develops the competence of people, manages their behavior, and manages organizational structures and processes. The human element is considered the core of the strategic process because it possesses the necessary knowledge and expertise, which is a source of creativity that supports strategic development and achieving long-term strategic advantage for the organization, and therefore the organization works to take all measures to provide a suitable working environment and motivate individuals and enhance their creative role (thinking outside the box), which is a key element in achieving sustainable success for the organization, with the need to align HR strategies with the organization's overall organizational strategies.

- Information: Managers should pay attention to knowledge creation and information management processes as they are the main source of building core competencies that It contributes to achieving a competitive advantage in light of the rapid advancement of information technology. The development of an organization's ability to obtain and process information has a significant impact on both its

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structures and processes, and contributes to building new business models based on the management of organizational knowledge, especially tacit knowledge It is a source of gaining competitive advantage and achieving strategic success for the organization if it is integrated with the organization’s overall strategies.

- Financial resources: Financial resources are the main resource for any organization, so the way it is managed is a determining factor for successful strategies. The organization works hard to search for an effective method that enables it to obtain financial resources, especially in the form of profits, with the ability to manage it well and reinvest it in the future; this is what enables it to achieve strategic success in light of the integration of the chosen strategy for raising funds and investment (such as alliance and acquisition strategies) with the organization’s overall organizational strategies.

- Technology: Given the changes in the organization’s business environment, especially in the field of technology, where it has become easier to acquire technology by competitors, so we find that the acquisition of technology itself is not necessarily a source of competitive advantage, but rather the way in which the organization exploits this technology in its business is what enables it to create a competitive advantage that allows it to achieve success.

2. Strategic Success Indicators:

Measuring strategic success is crucial for organizations to assess the effectiveness of their strategies and ensure alignment with their goals and Despite all that has been said, writers and researchers have provided criteria and indicators through which organizations can examine their levels of strategic success, as shown in the table below:μ

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Table1: Some models for measuring strategic success

	Writer/ Year	Indicators and their content
1	(Al-Rikabi, 1998)	- Adaptation (responding to changes in the internal and external environments) - Growth (increasing the size of the organisation or moving towards the desired goals)
2	(Al-Dulaimi, 1998)	- Continued growth in products and markets - Ability to integrate vertically and horizontally
3	(Krishnan etal: 1999)	- Customer satisfaction and loyalty
4	(Stringer: 2000)	- The Holistic Approach with its perspectives (planning, forecasting, forecasting, investment, investment and performance management)
5	(Dakhir: 2001)	- Customer satisfaction as a key indicator of the success of service organizations
6	(Schmidt &Laudlow: 2002)	-Branding - Rapid response to customer needs and complaints - Product quality compared to competitors - Environmental performance of the organisation - Employee satisfaction and relationship management
7	Boudreau etalm: 2002)	-Profits - Profitability - Uniqueness or Differentiation
8	(Flamholts & Hua: 2003)	- Return on Equity (ROE)
9	(Chatterjee& Nagarajan: 2004)	- Effective product management and new ideas - Successful product design - Attracting and retaining customers - Assessing customer profitability and managing the customer relationship - Streamlining business processes in the value chain - Selecting appropriate performance measures and payout systems
10	(Al-Halalmeh and Al-Azzawi :2009)	-Defined Strategy, Effective Execution, Motivational Culture, Horizontal Organization, Pivotal Talent, Effective Leadership, Continuous innovation, recurring deals
11	(Al-Enezi, 2010)	-Survival criterion (achieving the desired goals) -Adaptation and responsiveness (responding to changes in the internal and external environment) -Growth criteria (increase in size and product variety) -Continuous learning in terms of acquiring knowledge that can be used to correct mistakes and solve problems

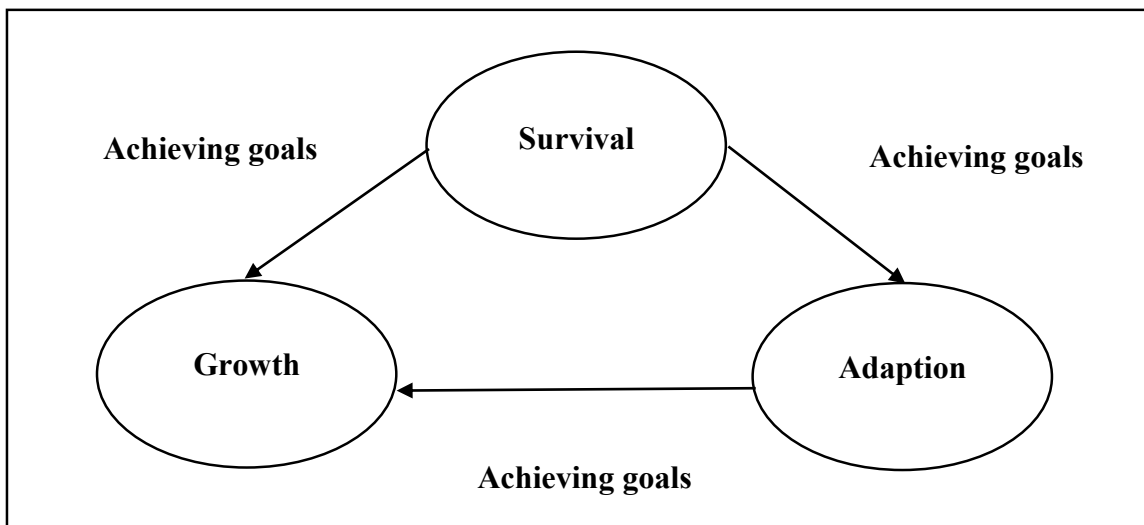
Source: (Araden & Mahmoud Ali, 2014), table1, p.264

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Al-Rikabi developed a model of the strategic wing cycle, in which he explained that an organization has to go through three basic stages that enable it to achieve strategic success, which are survival, adaptation and growth while achieving the goals of the organization as the figure below shows.

In his study, the researcher described survival as the essence of strategic success and that the organization's survival in the field of competition at the present time is a success in itself, and the organization can only survive if it can adapt to the changes and developments occurring in its environment, adaptation cannot be practical in the long term, if it is not accompanied by the growth and development of the organizational field of action in order to achieve more stability, and thus greater survival for a later adaptation process. (Al-Rikabi, 2004, pp. 347-348)

Figure3: Strategic Success Lifecycle



Source: Al-Rikabi, 2004, fig 49, p.348

In the model shown above, we can see that the cycle of strategic success is a continuous sequence that begins and ends with survival, which is the green signal of the validity and soundness of the decisions, thinking and behavior of the top management in the face of competition and uncertainty.

- Survival and viability: Some believe that the mere survival of an organization in the circle of competition is a success in itself, because the organization starts from it to search for a suitable situation and then continuously adapts to the environment

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surrounding it in the long term, and strives for more (growth and stability, then adaptation) according to a sequential framework that starts and ends with "survival" , which is a valid sign of the way top management thinks in the field of competition, albeit at the lower limits (Al-Rikabi, 2004:348-347).

Organizational survival is an implicit assumption that organizations begin and end with a similar birth and death mechanism organisms, including human beings, with the difference that organizations do not fade away easily, and that they are able to survive even if they are not successful because the interests of a large number of individuals are linked to their cancellation. This leads many organizations to search for new objectives (real or imaginary) to justify their continuation or transformation into another form of organization, as happened with (the transformation of a number of Jordanian public organizations to the private sector, such as the Transport and Telecommunications Corporation and the Jordanian Electricity Authority), taking into account the fact that their long-term survival requires them to create the future in light of the needs of their customers, seize new opportunities, and develop their competencies to prepare the infrastructure for the future. ((Al-Rikabi, 2004, p. 80)

(Jackson, John, Cyril, & Paolillo, 2008, pp. 547-539) attributed the reasons for the failure of organizations to survive to:

- 1 - Critical financial situation that may make many organizations resort to a kind of re-existence (acquisition and merger).
- 2 - The inability of the organization to satisfy the needs of society, and its poor response to emergency conditions and various environmental changes.
- 3 - The discrepancy between the organization's goals and the goals of its employees, and its frustration of their creativity and weak development of renewal and innovation programs.
- 4- Weak conflict management in the organization.

The aforementioned reasons make the organization unable to control its results and reposition itself to a position of (active adaptation and continuous survival), especially if (its organizational age and size are small), because its ability to face issues will be weak at that time, and (if its pursuit of survival is not accompanied by a constant desire to adapt and grow in its various processes) and (if its quest for survival is not accompanied by a constant desire to adapt and grow in its various operations).

▪ Adaptation: Adaptation is "the extent to which an organization is able to respond to any change in its internal and/or external environment" (Al-Rikabi, 2004,

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p. 47) or "the response shown by the organization when dealing with new environmental conditions" (Al-Aqidi, 1997, p. 27) ,and (Miles & Snow, 1978) confirms that the secret of the strategic success of organizations is their ability to adapt their activities to environmental changes and remain active in them (Al-Rikabi K. , 1998, p. 342).

According to (Al-Shammaa & Hammoud, 2000, p. 344), adaptation is "the ability of the organization to predict the internal and external problems it will face in the future and find ways to control them as much as possible". In the context of the above, we conclude the following:

- 1- An organization's ability to achieve its goals and satisfy employees is related to its ability to adapt.
- 2- The organization is surrounded by environmental changes that require it to balance and relative stability and then survive, and for that it must predict and address these changes, to reduce the losses resulting from not adapting to them and that's what adaptation is the first step in:
 - a/ The bridge that connects the moving environment and its changes to the organization's movement towards containing these changes.
 - b/ Establishing the organization's steps towards growth as a subsequent stage.
- 3- Successful organizations are able to adapt to the changing roles of the environment, as well as the opportunities and threats posed by those roles.
- 4- Adaptation is one of the concepts resulting from the intellectual openness of the organization to the environment, and expresses the ability of the organization to respond to environmental changes in the form of continuity in its operations its operations.

Many have agreed that adaptation is one of the most critical factors in determining the survival or demise of an organization, because changes in the environment can be tolerated for a short period of time, but flexibility (adaptation) under changing conditions is necessary for the long-term survival of the organization (Jackson, John, Cyril, & Paolillo, 2008, pp. 540-541), While (Heuer) considered it one of the most important factors in the transformation of non-profit organisations into learning organizations, capable of building their potential and maximizing their performance, which enhances the importance of adapting to the environment as part of their quest for further growth and social responsibility, and competing with each other to demonstrate their value. (Araden & Mahmoud Ali, 2014, p. 267)

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▪ Growth: that drives organizations to seize opportunities and develop the motivation and capabilities to confront and adapt to threats and challenges. Studies on organizational growth have garnered significant attention from specialists, whose combined efforts have developed standard approaches to studying growth as both a concept and a phenomenon. Growth, as a term, generally refers to an increase in size, involving fundamental changes. At the organizational level, growth is often defined as "the change in the size of the organization when measured by the number of individuals working in it." This change can represent an increase or decrease, focusing on the horizontal or vertical expansion of the organization as a measure of its growth. Alternatively, metrics such as the number of patients visiting a hospital can serve as criteria for measuring the organization's size (Al-Shammaa & Hammoud, 2000, p. 368), while (Jones, 2012, p. 314) viewed growth as a stage in the lifecycle of an organization in which it develops skills and knowledge that create value and allow it to acquire additional resources, and this growth allows the organization to increase its scientific value and thus the organization can develop its competitive advantage.

3. Reasons for not achieving Strategic Success and ways to confront it:

There can be various reasons that lead to organisations not achieving strategic success, that can be identified as follows:

- **Insufficient planning and preparation:** Companies often fail to secure finance because their planning and preparation prior to approaching potential investors are inadequate. This reflects poorly on the management team, which is considered as important as the business idea itself by most investors. (Cunningham, 2014)

- **Inflexible Strategic Frameworks:** Strict adherence to a single strategic approach can be detrimental. It's been found that successful organizations do not limit themselves to a single strategy but instead adopt and adapt various strategies suitable for their particular context. (Alhaddi, 2016, p. 9)

- **Financial reasons:** Such as the mismatch between capital and loans, the emergence of large financial losses resulting from investing in the wrong projects, the loss of cash flow and the deficit resulting from the repayment of bank debts and the absence of field follow-up.

- **External Environment Factors:** Sometimes factors outside the organization's control, like market shifts, regulatory changes, or economic downturns, can derail strategic plans. Tools like PESTEL analysis can assist in understanding these, but the

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success of digital media strategies, for instance, can vary greatly due to such external factors. (Kung, 2023, p. 24)

Organisations can fail to achieve strategic success due to falling into one or most of the above reasons, which creates a threat to their survival and continuity in the field of business and to counter this organizational failure and lack of strategic success, organisations should do the following: (Al-Taie, 2015, pp. 62-63)

- **Focus on building units of competitiveness:** Organisations need to focus on the four building blocks of competitive advantage (efficiency, quality, innovation and customer responsiveness) in order to protect and maintain their competitive advantage for as long as possible, and to support their competitive advantage they need to develop core competencies that allow them to differentiate themselves from other competing organisations.

- **Practice continuous learning and development:** Organisations live in an unstable environment with the availability of innovative means and methods to imitate competitive advantage and this poses a danger and threat to organisations, so the path an organization can take to maintain competitive advantage is to improve and develop its competencies and the quality of its products and improve its responsiveness to the customer. The organization must highlight the importance of learning and the quality of its products and improve its responsiveness to the customer, so the organization must highlight the importance of learning and that successful and pioneering organisations are always looking for ways to improve their operations.

- **Industry best practices and role models:** One of the best ways to avoid failure and not achieving strategic success is to identify and adopt a best practice or model, this way the organization will be able to build and maintain its resources and enhance its capabilities in excellence, innovation and customer responsiveness by comparing it to the reference ideal.

- **Overcoming inertia:** The reason for the failure of organisations is their inability to adapt to changes, which results in inertia and self-inertia of the organization, so the organization must overcome the self-inertia that prevents it from adapting in order to maintain its competitive advantage, which contributes to achieving success.

Topic3: Pillars of Strategic Success

In order to achieve strategic success, organisations must provide a set of requirements and components, and we find that successful organisations are those

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that are aware of the factors that help and support them on the path to achieving strategic success, as they are considered the main pillar for achieving it. In this topic, we will highlight these factors, requirements and components that enhance the chances of strategic success.

1. Strategic Success Factors:

Monavvarian and Meibodi identified that "key success factors are all the activities undertaken by the organization to achieve its mission, and they are the responsibility of all managers in the organization at all levels of management". (as indicated by (Al-Tamimi, Al-Khashali, Mohammed, & Jarallah, 2015, p. 645))

Successful organisations find themselves in a constant state of searching for strategic success factors to face all obstacles and barriers, as Thomson and Strickland consider that these factors form the basis of the competitive success of the organization, as they are factors that have a great impact on employee motivation and are the difference between the strategic success or failure of the organization. (Sukasame, 2005, p. 3)

Among the many factors of an organization's strategic success, we will address the following factors according to the study:

-Vision: Vision is a modern management concept developed in the context of strategic thinking, through which leaders express their ambitions in clear and precise terms that define the features of the future they want for their organization, whereas "An organization's vision is the mental image of the state of success in achieving its strategic mission" we see that this definition limits the vision to what visualizes success in achieving the set goals (Kassemi, 2012, p. 24). Therefore, the organization's vision is the main indicator that confirms that this or that organization seeks to progress in the future, and that there is a goal it wants to reach through a set of ways, means, and tools, hence we can say: an organization that does not have a vision does not have a future, and its survival in the market is limited (Alwani, 2019). From this point on, it is clear how vision is related to achieving strategic success through the organization's pursuit of its vision, which automatically enables it to survive for as long as possible, every organization has its own purpose and reason for its existence and this should be reflected in its vision statement by acquiring a distinctive character that reveals its customers, products or services, markets, profitability, technology, concern for the organization's public image, concern for employees, and concern for survival and growth (David & David, 2015, p. 180).

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Hence Linking the vision to the organization's survival and growth is an affirmation of its role in achieving strategic success.

-Mission: The concept of an organization's mission emerged in the 1950s when businessmen and researchers began to give definitions of strategic planning and strategic management. An organization's mission can be defined as "a short, few-paragraph, easy-to-remember statement that explains why the organization exists, describes its goals and objectives, and guides management and employees in making critical decisions relevant to the organization's future direction and activity" (Al-Karkhi, 2009, p. 96). the mission in the context of strategic success relates to the organization's core purpose, essence, or reason for being and mission statement typically outlines the organization's key purpose and guides its strategies, decisions, and actions (Valencia & Hernández, 2018, p. 23), In addition, it allows the organization to determine how to allocate different resources and what growth patterns and directions the organization seeks to achieve in the future.

-Organizational culture : The concept of organizational culture did not take on its true dimension until the beginning of the 1980s, It emerged in the literature on management and organizational behavior and became prevalent in the field of organizations. Organizational culture has been defined as "a combination of beliefs, ideology, language, rituals, values, norms and traditions that guide all internal behaviors of the organization, whether individual, collective or collaborative". It is also "the set of values and principles shared by employees that guide their behavior in a certain way in the work environment". (Radwan, 2012-2013, p. 80)

There are also researchers who have linked or formed a relationship between strategic success and organizational culture by introducing a concept of organizational culture Focusing on its role in creating adaptation, which is one of the dimensions of achieving strategic success for the organization, he defined it as "a region of behavior developed by the organization as it learns to deal with the issue of external adaptation and internal integration" (David & David, 2015, p. 192), and Shane defines it as a pattern of shared basic assumptions, learnt by a group as they solve their problems of external adaptation and internal integration, and successful enough to make it valid to be taught to new members as the correct way to understand, perceive, think and feel about those problems (Gholam & Mouchta, 2022, p. 296). From what we have addressed, it can be said that organizational culture is one of the most important factors that help the organization to adapt and keep pace

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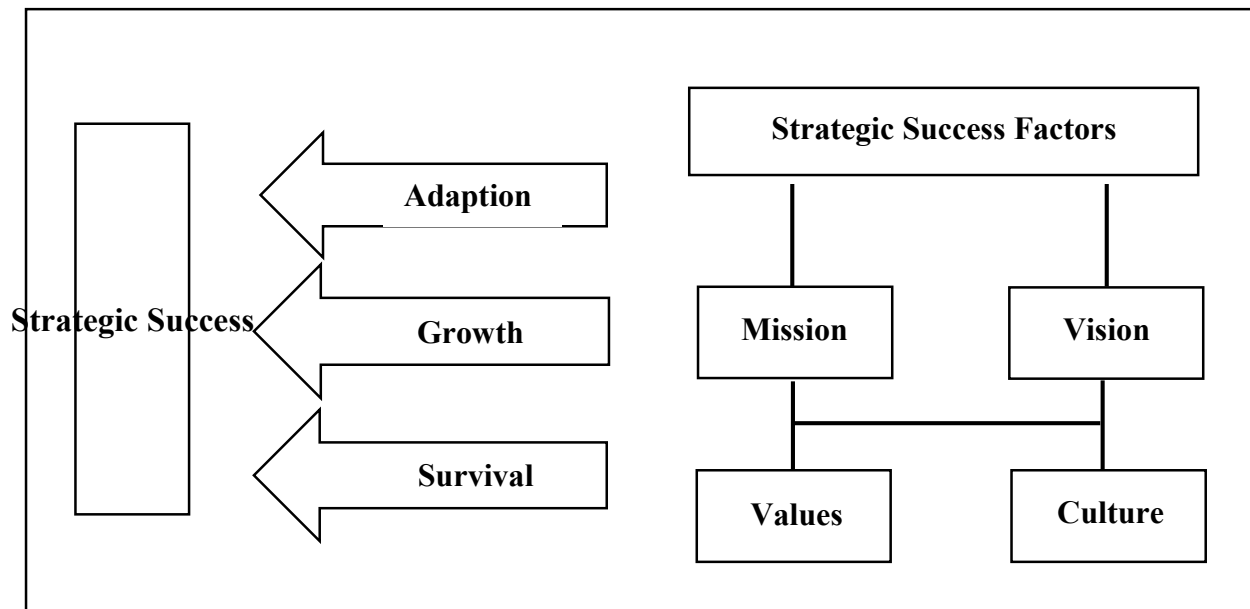
with the developments in the work environment by guiding the behavior of employees and helping them to perform their work better and more efficiently.

- **Values:** Values are the deepest level of organizational culture because of their significant role in shaping and directing the behavior of individuals working in the organization, so many consider that understanding and knowing organizational values is extremely important for successful human resource management. Values are defined as "the intangible aspect of the organization and the true essence of organizational cohesion, and express the fundamental obligations of individuals towards their organizations". (Al-Talbani , Fares, & Al-Wahidi, 2014, pp. 52-53)

Some also believe that "organizational values reflect the internal characteristics of the organization, they express the philosophy of the organization and provide the broad outlines to guide behavior, in his view successful organisations are those that have a good system of values" (Brehmouche & Hamdache, 2022, p. 74). The importance of values in the organization is highlighted by providing assistance in judging various issues and actions with a perspective consistent with the organization's orientations, and the absence of effective values makes the judgement of these issues and actions inconsistent and contradictory if taken within a long period of time (Al-Qaisi & Al-Taie, 2013, p. 96), since values are an element of organizational culture, they have a role in achieving the strategic success of organisations by helping the organization adapt to its external environment.

From what we have discussed of the four factors of strategic success, we can say that when the organization develops a clear vision that describes the position that it aims to be in the future, it will clear the way towards achieving the mission that the organization believes in, which reflects its identity and the purpose of its existence and strives to achieve it in order to ensure survival and growth in the presence of a healthy organizational culture based on values that guide people's behavior and support both the current orientation of the mission and the future orientation of the vision, and contribute to creating adaptation, which is one of the dimensions of achieving strategic success. In general, the factors of strategic success are interconnected and this connection is evident the philosophical link between the strategic success factors and its dimensions is illustrated in the following figure:

Figure4: Strategic Success Factors



Source: Made by the student using the information mentioned above

2. Requirements for achieving Strategic Success

(Simon, Kumar, Shoeman, Moffat, & Power, 2011, pp. 1322-1323) stated that there are some basic requirements to achieve strategic success for organisations, which are explained in the following points:

- Quality of service provided to customers.
- Distinguished leadership that has a clear vision for the organization in the future.
- Encouraging innovation and creativity.
- Selection and retention of good employees with technical skills and high competencies.
- Credibility and integrity at work.
- Providing outstanding products and services.
- Flexibility and adaptability.

He also emphasizes that achieving these requirements contributes to achieving the indicators of strategic success, which are increased profits and market share, shareholder returns, and customer and employee satisfaction.

3. Elements of strategic successs:

There are several elements that lead to strategic success, including the following:
(Abu Aida, 2016, pp. 43-44)

- **Organizational strategy:** It is one of the most important components of strategic success, as it enables the organization to discover both strengths to enhance them and weaknesses to avoid them, which enables the organization to survive and continue for as long as possible, and helps the organization to discover and exploit the available opportunities in order to grow and face the competition, and to identify the threats in its work environment in order to confront them and adapt to these changes.

-**Managers are visionary:** They are able to successfully implement the organization’s strategy, and strive to learn and develop themselves and their employees in order to achieve the organization’s goals.

-**Replication of successful strategies:** This means replicating strategies that have been successful in the past, and working to evaluate and develop them.

-**Having effective communication systems in place:** Through communication, the various departments of the organization are connected and their work is integrated.

-**Supporting change processes in the organization:** It relies on accurate criteria to measure the success of its change programs.

-**Checking the organization’s strategy on an ongoing basis:** To be in line with the goals, vision and mission of the organization, while motivating and developing the capabilities of employees to implement the strategy and involve them in the decision-making process.

-**Clearly define the roles of individuals:** Every individual in the organization knows his/her responsibilities, duties and powers.

-**Providing a suitable organizational climate for work:** It is based on motivating individuals and encouraging them to be creative and innovative.

Conclusion:

In this section, the theoretical framework of strategic success was presented, through which we addressed the concepts and aspects related to it.

It can be said that strategic success is not merely about formulating plans but about executing them meticulously and to achieve strategic success, the organization must be efficient and effective, and must adapt to the changes in the external environment because adaptation leads to the achievement of the goals set by the organization in the long and short term, which leads to its growth and thus achieving survival and continuity. As highlighted, achieving strategic success requires a multifaceted approach that encompasses various pillars and requirements essential for navigating the complexities of today's business landscape.

Section 2

Mechanisms of Organizational Ambidexterity in achieving Strategic Success

There are many challenges faced by business organizations both internally and externally, and this makes them constantly searching for the necessary incentives to meet them and find ways out of the issues that guide them in an ambiguous, complex and uncertain environment. From these challenges came the idea of organizational ambidexterity as one of the most vital topics, which helps individuals within organizations to direct their efforts and ideas towards achieving synergy and harmony between optimizing the use of resources and exploring new opportunities to ensure survival, continuity, excellence and superiority in performing its work and achieving its goals. In this section we aim to reveal the basic concepts of Organizational Ambidexterity and its role in achieving strategic success.

Section 2.....Organizational Ambidexterity

Topic1: Introduction to Organizational Ambidexterity

1. Organizational Ambidexterity Concept:

Ambidexterity is a 1976 idea that asks for a balance between exploration and exploitation (Duncan, 1976). Organizations that focus only on exploration are hampered by the high expense of research and development, which comes with no certainty of a return on investment. (Abotaleb & Elnagar, 2022, p. 96)

Whereas Duncan (1976) was the first to use the term organizational ambidexterity, it is March's (1991) landmark article that has frequently been cited as the catalyst for the current interest in the concept. March proposes that exploitation and exploration are two fundamentally different learning activities between which firms divide their attention and resources. Whereas exploitation is associated with activities such as "refinement, efficiency, selection, and implementation," exploration refers to notions such as "search, variation, experimentation and discovery" (Raisch & Birkinshaw, 2008, p. 376). Empirical studies of the phenomenon indicate that organizational ambidexterity has a positive effect on organizational excellence, at the same time, previous research also shows and argues that organizational ambidexterity is tricky to achieve in practice (Palm & Lilja, 2017, p. 4).

Organizational ambidexterity is also defined as a trade-off between two different objectives at the two ends of a continuum, and therefore a proper balance must be found between them at the level of the organization, which is not a virtuous trait; focusing on one will lead to less focus on the other. However, the literature has subsequently presented a different viewpoint on this subject, where the objectives are not seen as contradictory and obstructive to the others; rather, they are apparently contradictory and each can be achieved (Johansson & Trens, 2013, pp. 9-10). And (Walani & Abdulmawjoud , 2018, p. 279) defined OA as "the ability to deal with the environment intelligently by optimizing the use of existing resources in the internal environment and exploring new opportunities in the external environment".

Organizations are able to achieve ingenuity through design choices in separating exploration and exploitation into separate organizational units. However, the literature has expanded to recognize a variety of design configurations and more emphasis has been placed on evaluating the mobilization, coordination and integration activity that brings exploration and exploitation efforts together across

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distinct units to achieve synergistic and simultaneous benefit (Knight & Cuganesa, 2020, p. 4). Organizational ambidexterity is described as the organizational capability to sustain organizational success in disrupted environments, it is a recognized source of competitive advantage and long-term success, but the challenge lies in reconciling the tensions between exploitation and exploration as two modes of organizational change. On one hand, organizations must explore opportunities to develop innovative products, services and processes and engage in emerging markets and on the other hand, organizations must exploit existing products, services and processes and engage in mature markets through effective operations, as the capabilities required for exploitation are different from those required for exploration, and therefore organizations must balance both modes. (Stelzl, Röglinger, & Wyrтки, 2020, p. 2)

And (Alshaer, 2020, p. 83) adds that organizational ingenuity is described as the ability of an organization to meet simultaneous and conflicting demands, depending on the level of managerial capabilities, and although exploration and exploitation are often seen as contradictory activities, the ability of management is demonstrated by its ability to manage this balance because achieving ingenuity requires a balance between these two activities, as the organization is able to exploit its competencies as well as explore new opportunities in a balanced manner. As both (Jacobs & Maritz, 2020, p. 3) emphasize that an ingenious organization must be able to excel at both exploiting, exploring and responding strategically to make significant changes and must be concerned with carrying out its activities in the most efficient manner.

2. Organizational Ambidexterity Characteristics:

Chermack & Bodwell proposed the following characteristics of organizational ambidexterity: (Mahmoud , Al-Bashkali, & Jago, 2015, p. 332)

- Perception: The ability to recognize opportunities and threats that require external environmental scanning, research and exploration. This helps to perceive new opportunities based on the balance between centralized and decentralized control. In other words, opportunity-aware organizations have the mechanisms to apply what the external environment requires of them at the required speed.
- Exploitation: The ability to seize new opportunities, in the absence of perception, it is not possible to exploit opportunities and implement the strategic insight that

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leads to strategic action in certain conditions, and this requires consistency among the senior management team regarding the strategic structure, avoiding wrong decisions and organizing the business model and its strategy.

- Restructuring: The key to growth is the ability to recombine and reconfigure organizational assets and structures according to market and technological changes. The ability to reconfigure resources, assets and structures is a strategic advantage for a sure and certain reconfiguration of organizational structure, because reconfiguration is a major undertaking and requires efficient and effective resources.

Navarro & Dewlurst identified four characteristics of organizational ingenuity: (Arif , 2017, pp. 26-27)

- Individuals take initiative and seize opportunities that go beyond their current jobs and tasks.
- Individuals are sufficiently motivated to act and react in real time without permission or support from their subordinates.
- Demonstrates the ability of individuals to adapt and adjust, to strengthen cohesion at the individual level of the organization.
- Encourage individuals to take actions that involve adapting to new opportunities and aligning clearly with the overall strategy of the organization.

From a strategic perspective, Celly & Han explained that organizational prowess is characterized by: (Al-Alusi, 2018, pp. 61-62)

- Optimizing strategies.
- Aligning activities across organizational levels.
- Adapting to environmental disruptions.

3. The Importance of Organizational Ambidexterity:

The importance of ambidexterity has emerged in multiple areas of knowledge such as organizational behavior, strategic management, learning and adaptation, because exploitation enhances the short-term performance of the organisation while exploration enhances long-term performance by exploring new opportunities and responding appropriately to future environmental changes (Majid, Yasir, & Zahid, 2020, p. 8). Organizational ambidexterity also plays a significant role in innovative or creative performance because it increases the organization's ability to adapt to a changing environment and is therefore important for long-term success (Li, Fu, & Zhiying, 2020,

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p. 5). Its importance also lies in the fact that it is a form of contemporary organizations that deal well and successfully with the changing environment, making the organisation in a state of continuous movement to face environmental challenges by fixing its current position with competitors, and seeking to enter new areas in the future through exploration (Walani & Abdulmawjoud , 2018, p. 279).

Organizational ambidexterity looks at balancing exploration and exploitation simultaneously, and is often positively correlated with performance indicators (Walani & Abdulmawjoud , 2018, p. 279). This not only leads to a balance between exploration and exploitation, but also leads to organizational innovation; it helps organizations become more innovative (Datta, 2011, p. 2). The significance of organizational ambidexterity and its role in different institutions and organizations is to strive to ensure the long-term survival of organizations, identify trade-offs, due to the rapidly changing environmental conditions, and need to consider their long-term goals rather than short-term success in order to ensure their future viability (Aljamali & Alharthi, 2017, p. 486).

The central insight underlying ambidexterity studies is that organizations reap long-term economic returns from pursuing two strategies simultaneously by investing resources in current activities to obtain returns by increasing efficiency (exploitation), and experimental activities to obtain returns from long-term discovery. (Knight & Cuganesa, 2020, p. 2)

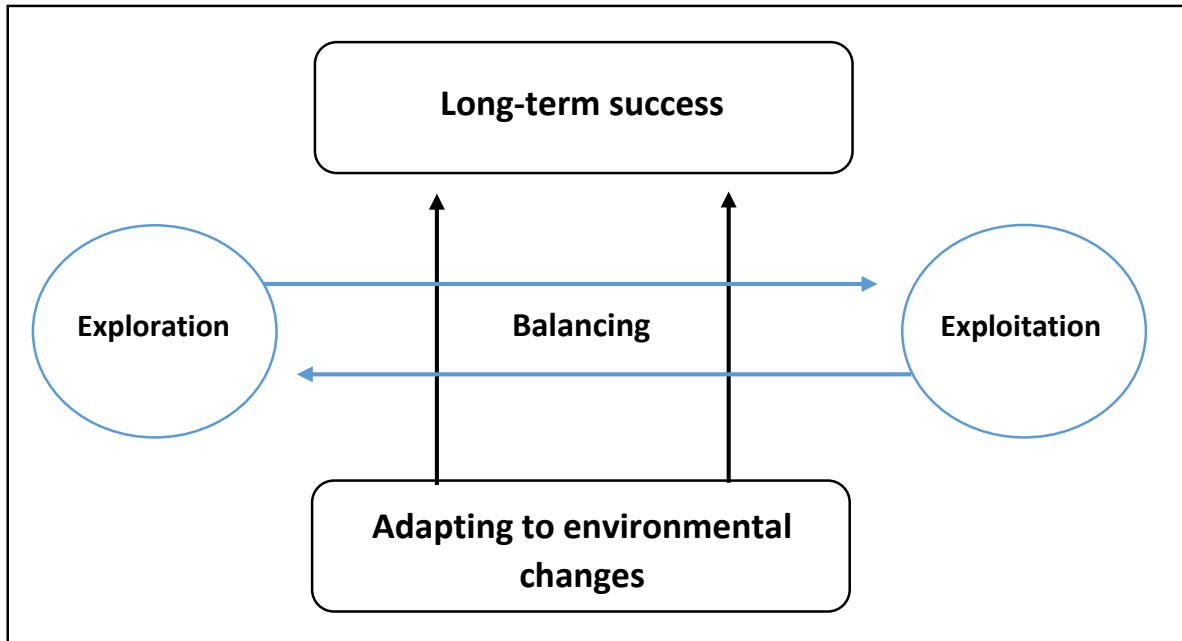
The importance of organizational agility is also highlighted in the following points: (Abdulrahim Hussein & Abdul Mawjoud Al Ani, 2018, p. 279)

- It gives business organizations a range of options for generating significant results as it deals with the organization's ability to manage contradictions and tensions in current and future interactions through efficiency and influence, alignment and adaptation, optimization and creativity.
- It gives business organizations a range of options for generating significant results as it deals with the organization's ability to manage contradictions and tensions in current and future interactions through efficiency and influence, alignment and adaptation, optimization and creativity.
- The importance of organizational ambidexterity is that it enables business organizations to diversify their skills in combining current opportunities and future visions in an environment characterized by a high degree of uncertainty and the need to develop a rapid ability to shift to new opportunities and a clear understanding of how to create in the short term, and how to coordinate activities to realize this value, which is a prerequisite for success.

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- It is also widely used in the public and private sectors as a means of introducing new products, business benefits or organizational change and has led to a broadening of business methods and has become a methodology for many organizations.

Figure5: The Importance of Organizational Ambidexterity



Source: (Al-Alusi, 2018, p. 61)

Topic2: The basics of Achieving Organizational Ambidexterity

As mentioned before achieving organizational ambidexterity involves effectively managing the tension between exploration and exploitation to balance innovation and efficiency. In this topic we will discuss the elements that help in achieving organizational excellence, the conditions for its success, and its types and dimensions.

1. Organizational Ambidexterity Dimensions:

Researchers have tried to describe organizational agility through a set of dimensions, in order to give an objective and comprehensive picture of it and its content according to their perception.

According to Yigit, Tarody and Venugopal there are two dimensions; exploitation and exploration ambidexterity. (Al-Alusi, 2018, pp. 68-70)

-Exploitation Ambidexterity: Exploitation represents organizational learning activities such as refinement, efficiency, and implementation. In other words, exploitation is reflected in the organization's ability to effectively evaluate opportunities in the environment that do not necessarily fall within the scope of its strategies, which is reflected in the identification of future opportunities for it.

O'Reilly &Tushman defines exploitation as the knowledge to continuously improve, modify, refine, and gradually change existing products, processes, and services. And Surendr, Dimitar & others emphasizes that exploitation ambidexterity refers to the learning gained in the organization through research, development, experimentation, and innovation processes where the organization aims to reuse the knowledge gained from the research processes in future actions. It is efficiency, control, certainty, and minimization of variation according to O'Reilly &Tushman's point of view.

Preda defined exploitation as the use of acquired knowledge without incurring any additional costs to the organization. And Abizaid defined exploitation activity as the use and development of things that are already known.

According to Danneels, exploitation activity benefits organizations by allowing them to develop their superior capabilities and benefit from their intrinsic merit in the short term. In addition, it gives the organization the ability to generate innovations cumulatively. Wulf also asserts that exploitation activity achieves high

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efficiency for organizations by focusing on production and operations and reducing costs.

-Exploration Ambidexterity: Exploration refers to organizational learning activities such as research, differentiation, risk-taking, experimentation and innovation. Exploration is defined as the knowledge to research, authenticity, experimentation, innovation, radical change and the creation of new products, processes and services. It is the act of investigating, searching for and creatively discovering opportunities.

Abuzaid identifies that exploration involves a combination of things such as flexibility and creativity, so exploration often involves crossing organizational and technological boundaries.

Danneels stresses that exploration enables organizations to create new products, cover untapped markets, and develop new resources, capabilities and skills. The adoption of exploration gives organizations high flexibility through an interactive approach with both learning and experimentation in order to identify high-risk projects. This is reflected in Auh & Menguc's analysis, which emphasized that exploration activity benefits organizations in the long run by increasing their effectiveness in terms of market share growth and new product introductions.

Accordingly, exploration from a strategic perspective focuses on the creative direction, which is one of the strategic directions of organizations to achieve growth and ensure future effectiveness. In this context, the search for new opportunities reflects the organization's orientation towards radical innovation, which requires a lot of knowledge and contemporary efforts characterized by high flexibility towards the development of new and innovative processes, products and services.

Table2: Comparison of Exploitation and Exploration

	Exploitation	Exploration
Identification	Progressive innovation to meet the needs of customers and new markets.	Radical innovation to meet new customer and market needs.
Results	Develop and optimize existing processes and technologies, existing distribution channels, existing markets.	New processes and technologies, new distribution channels, new markets.
Knowledge base	Building and extending existing knowledge and skills.	Requires new knowledge and the exit of existing knowledge.
Activities produced	They are: Optimization, production, efficiency and execution.	These are: Research, flexibility, experimentation and risk-taking.
Performance results	Optimize performance in the short term.	Optimizing performance in the long term.

Source: (Aljamali & Alharthi, 2017, p. 491)

Simsek and Tempelaar said that there is a third dimension:

-Flexible organizational structure: The purpose of this dimension is to develop mechanisms for the organization's organizational structure to keep pace with the changes and developments that occur in the competitive environment, to achieve alignment, adaptation, and responsiveness to those changes. (Al-Bughaili, 2020, p. 55)

Simsek believes that ambidexterity requires the creation of independent structures, each with its strategies, cultures, systems, and incentives. The concepts of compartmentalization are rooted in the literature of organizational design, indicating the importance of maintaining congruence between the organizational structure and the critical design demands of both the organisation and the environment, because ingenuity is divided and interconnected within different structural units, e.g. team management, organizational structure, culture, control systems and incentive structure, each unit operates independently and at the same time there is organizational communication between them, which leads to the achievement of ingenuity, and this necessitates coordination between the optimization of existing opportunities and the search for new opportunities to achieve synchronization through a shared vision and the work of the senior management team. Therefore, organizational ingenuity appears in structurally independent organizational units, as the pursuit of optimizing opportunities and the search for new opportunities by

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individuals in independent organizational units is encouraged and broader than units with traditional, restrictive structures. (Al-Baghdadi & Al Jabouri, 2015, pp. 23-24)

And according to (Ibrahim, 2017, pp. 212-213) The dimensions of organizational ambidexterity are as follows:

-Transformational leadership: This is the process by which both leaders and followers strive to maximize performance by clearly defining the strategic goal rather than maximizing short-term profits. And it takes two aspects:

- First: Inspirational motivation, which works to arouse the love of challenge in his subordinates and gives them the opportunity to participate in drawing the vision and goals for the future.
- Second: Cultural Motivation, where the leader encourages new and creative ideas in solving problems and addressing old situations in new ways.

Transformational leaders influence the senior team by taking a personal interest in each individual's needs for achievement and growth through their behavior as a coach, mentor and follower. This will increase the effectiveness of the senior team in achieving organizational ambidexterity. The transformational leader focuses on creating other leaders who work with, not for, leaders who are able to develop their own future visions for their jobs and try to achieve them collectively by creating influence in the following:

- Shared vision for the senior team: It refers to the common goals, shared values and shared understanding that characterizes the ingenious organisation that motivate the senior team to generate new opportunities, create a common language that helps eliminate misunderstandings and maximize opportunities to exchange ideas freely. And that's what (Jansen 2006) proved in his study of 112 banks, which showed that providing a shared vision was positively related to the pursuit of success.

- Social integration for the senior team: It is referred to as (group pride), (team spirit), (teamwork) , It shows the extent of the individual's attraction and the direct or social emotional factors to the group and the extent of the individual's satisfaction with the other members of the senior team and interaction with them, as this integration creates a kind of efficiency in coordinating the task, ambition, more communication and cooperation to improve performance and team success and thus contributes to achieving organizational excellence.

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- **Emergency bonuses for the senior team:** Rewards reflect the degree of benefits that accrue to the senior team, foster cooperation, create commitment to organizational goals, motivate members to transcend individual interests, create harmony and justice, provide ideas, participate in solving problems and propose solutions to complex issues, and reduce personal competition. Whereas giving rewards is one of the ways to increase motivation to work more freely, and this is achieved by having a fair system of rewards.

2. Elements that helps achieving Organizational Ambidexterity:

There are a number of key elements that underpin organizational excellence:

- **Dexterity level:** The level of ambidexterity is reflected in the ability of organizations to exploit existing opportunities at the right time, while at the same time new opportunities are explored, so organizational ambidexterity represents the ability of the organization to balance between exploiting existing opportunities and exploring new opportunities in a compatible manner. (Al-Bughaili, 2020, pp. 48-49)

In order to develop this idea, structural differentiation can be applied from top to bottom until the individual level is reached, and continuing to divide groups within business units into smaller teams in activities at the individual level to pursue conflicting activities, and individuals must decide how to best divide their time between conflicting demands. (Radi & Qasim, 2018, p. 116)

- **Basic differentiation:** Organizational ambidexterity in this element refers to the pursuit of success for different activities at the organizational level, so if a specific type of organizational ambidexterity is associated with a particular trade-off decision, this trade-off is at the core of this type of organizational ambidexterity and is therefore referred to as a fundamental trade-off. Subtle contrasting activities and the resulting fundamental trade-offs are often associated with being indeterminate, and different trade-offs such as exploitation and exploration, adaptation or compatibility are usually used almost interchangeably. (Radi & Qasim, 2018, pp. 116-117)

O'Reilly & Tushman found that the fundamental trade-off for organizational ambidexterity lies in the trade-off between efficiency and flexibility, as the organization's main challenge is to adapt to turbulent conditions, which generates the need to exploit existing assets and capabilities and provide sufficient exploration

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to cope with marketing and technological changes that threaten the organization's survival. (Al-Bughaili, 2020, p. 49)

- **Enabling mechanisms:** Enabling mechanisms are the third element that helps to achieve organizational prowess. The distinction between prowess as the simultaneous pursuit of both exploration and exploitation through interconnected and interdependent organizational units and the unstable equilibrium of cycles during periods of exploration and exploitation is highly relevant to a thorough knowledge of organizational finances. Theoretically, this distinction relates to two enabling mechanisms at the organizational level, which are supported by the organization's unclear attributes. Whereas the assumption that an organization is incapable of quantitatively and simultaneously conducting contradictory activities at the organizational level. (Radi & Qasim, 2018, pp. 116-117)

For the purpose of managing the trade-off between conflicting activities, organizations use structurally distinct sub-units for contrasting activities such as exploration and exploitation. Sub-units are brought together by a common strategic agenda, overarching values, and purposeful structural mechanisms to support the overall goal of the organization. (Radi & Qasim, 2018, p. 117)

The aim of empowerment is to improve the knowledge and awareness of workers, to increase skills and expertise, to improve adaptability to the environment and the ability to improve function for the benefit of the organisation. And according to Ramesh & Kumar, empowerment is the process of giving workers the freedom to have input and control over their work, and the ability to participate in making decisions and ideas about their work and the organisation as a whole. Empowered workers are committed and dedicated to their work. (Al-Bughaili, 2020, pp. 49-50)

3. Conditions for the success of Organizational Ambidexterity:

Previous research on organizational ambidexterity in the public sector Like Smith and Umans (2015), for example, we can conclude that there are not many previous studies exploring the concept of ambidexterity in public sector organizations. However, Bryson and others have made a list of propositions for how public agencies are more likely to succeed with organizational ambidexterity. They argue that higher levels of the following conditions will increase the possibility for organizational ambidexterity: (Palm & Lilja, 2017, p. 5)

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- effective relations with oversight authorities (legislative, executive and judicial), which includes that senior management teams must be given both the support and leeway to pursue ambidexterity;
- responsive autonomy in relation to political oversight and influence;
- a statement of strategic intent that justifies ambidexterity;
- strong organizational culture, linked to mission;
- effective strategic leadership;
- strong planning and decision-making system;
- ambidextrous organizational architecture;
- effective relations with partners and suppliers; and
- effective utilization of technology, which includes that sustaining and disruptive technologies will be managed effectively.

An additional enabling factor is highlighted by Aagaard (2011) in his working paper on how the public sector can be both innovative and efficient. He notes that public employees need to be empowered to have a stronger decision-making authority.

In studies not specifically focused on the public sector, we can see that O'Reilly and Tushman (2007) argue that an important factor for the achievement of simultaneous organizational ambidexterity is how senior management manages the issue. O'Reilly and Tushman (2007) present five propositions – based on existing empirical evidence that summarize the conditions under which organizational ambidexterity is likely to be successful: (Palm & Lilja, 2017, pp. 5-6)

- The presence of a compelling strategic intent that justifies the importance of both exploitation and exploration increases the likelihood of ambidexterity.
- The articulation of a common vision and values that provide for a common identity increase the likelihood of ambidexterity.
- A clear consensus among the senior team about the unit's strategy, relentless communication of this strategy and a common-fate incentive system increase the likelihood of ambidexterity

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- Separate aligned organizational architectures (business models, competencies, incentives, metrics, and cultures) for explore and exploit subunits and targeted integration increase the likelihood of successful ambidexterity.
- Senior leadership that tolerates the contradictions of multiple alignments and is able to resolve the tensions that ensue increases the likelihood of ambidexterity.

Maha Sabah Ibrahim added other conditions for the success of organizational agility: (Ibrahim, 2017, p. 212)

- Clarity of the important strategic objective that unites both exploration and investment.
- Shared identity by articulating a common vision and values across exploration and investment units.
- The senior team has clear and balanced exploration and investment strategy units that are able to deal with change in the external environment.
- The ability of senior leadership to tolerate and resolve tensions.
- Differentiating between exploratory and investment units, with each unit targeting its own specific business, structure, process, culture and systems so as to leverage all organizational assets.

According to (Arif , 2017, pp. 27-28), it is essential that the organization does the following:

- The need to exploit the organization and take advantage of all its resources to maintain daily operations by focusing on current activities in existing areas, in addition to utilizing all the resources invested to search and explore for new activities in non-existing areas.
- The need to achieve a relative balance between exploration and exploitation activities, which is determined by the resources available to the organization while taking into account environmental developments and changes, where balance is required for many mechanisms and means such as organizational learning, innovation, and strategic sovereignty.

4. Organizational Ambidexterity Types:

Successful organizations need to invest in the present in order to achieve future goals by diversifying and improving their strategic plans. And accordingly, three main types of organizational ingenuity can be identified as follows:

-Structural Ambidexterity: The ideas of structural dexterity go back to (Duncan1976), who emphasized the idea that organizations manage trade-offs between exploration and exploitation by implementing dual structures. Duncan did not explicitly describe this phenomenon as structural dexterity, but (Reilly & Tushman) laid the foundation for structural dexterity (Lind & Aberg, 2020, p. 13). The literature has emphasized that the idea of organizational ambidexterity is that organizations can create structures and systems to reconcile conflicting tensions, which is why scholars have focused on structural ambidexterity, developing structural mechanisms to deal with the competing demands that an organization faces for alignment and adaptability (Gibson & Birkinshaw, 2004, p. 211). In this context, structural agility has been defined as the separation of exploratory and exploitative activities through a dual structure in the organization in which R&D units are responsible for exploratory activities, while core business units deal with exploitative activities (Lind & Aberg, 2020, p. 13).And this is why (Ouyang, Xin, Jun, & Sixuan, 2020, p. 3) emphasizes that structural ingenuity is based on the idea of separating two conflicting actions or behaviors into two different sections.

Structural ambidexterity has the potential to address exploitation and exploration simultaneously through intra-organizational duality as specialized units and task forces within inter-organizational structures that specialize in exploitation or exploration. Integration of organizational structures and cultures at a higher organizational level is the key to success. (Stelzl, Röglinger, & Wyrcki, 2020, p. 3)

(Anzenbacher & Wagner, 2020, p. 574) add that structural ingenuity organizes exploration and exploitation in a synchronized and harmonious manner. It should be noted that in diverse organizational units, structural separation allows organizational units to focus on the specific needs of exploration or exploitation without ignoring the other through alliances with other organizations, whereby each organization is responsible for either exploration or exploitation and although structural separation is important, it carries the risk of increased costs associated with coordinating activities between separate organizations (Jacobs & Maritz, 2020, p. 4). As a result,

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structural dexterity has been described as the structural skill that exists within a public relations framework that operates within strategic alliances and joint ventures, as an optimal way of achieving organizational dexterity. (Park , Pavlou, & Saraf, 1-22, p. 3)

Also, Structural ambidexterity is an effective way of balancing exploration and exploitation through the simultaneous pursuit of both using separate sub-units and requiring different competencies, systems, incentives, processes and cultures. These separate units are brought together by a common strategic goal, so structural ambidexterity is essentially a leadership issue rather than a structural one. (O'Reilly & Tushman, 2013, p. 9)

Many studies have indicated that structural ambidexterity consists of independent structural units for exploration and exploitation, targeted integration to leverage assets, an overarching vision to legitimize the need for exploration and exploitation, and leadership capable of managing the tensions associated with multiple organizational alignments (O'Reilly & Tushman, 2013, p. 10). At the same time, it is necessary to find the optimal balance of differentiation and integration in order to ensure information and knowledge sharing between organizational units (Selig & Baltes, 2020, p. 2). Hence Structural ambidexterity emphasizes the creation of different independent and structurally separate organizational sub-units, each operating with different resources and using different processes, in light of which the organization is able to manage current business needs by increasing alignment, efficiency and adaptation to changing environmental factors. (Iyer, Arezoo, Mohammadali, & Audhesh , 2020, p. 2)

- **Sequential Ambidexterity:** Researchers refer to another type of ambidexterity as sequential ambidexterity, where organizations focus on one initiative or activity and then complement it with another (O'Reilly & Tushman, 2013, p. 11). Sequential ambidexterity refers to the sequential switching between exploitation and exploration (Stelzl, Röglinger, & Wyrcki, 2020, p. 13).

The idea was first introduced by Duncan, who suggested that in order to accommodate the conflicting activities of exploration and exploitation, organizations need to continually change their structure to ensure that it aligns with the organization's strategy over time. Hence, sequential ambidexterity occurs by organizations reorganizing their structures to reflect changing environmental

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conditions or strategies and it is relatively easier for organizations to change between formal structures rather than making radical adjustments to their culture. Moreover, sequential dexterity is seen as suitable for small organizations with rare resources that may not be able to apply structural dexterity, and although sequential change of structure may cause disruption and must be managed carefully, sequential dexterity has received a criticism that there are long periods of time between exploratory and exploitative activities and therefore may not be suitable for organizations operating in a fast-moving and unpredictable environment. (Lind & Aberg, 2020, p. 14)

In the light of sequential dexterity, (temporal decoupling) occurs which refers to a continuous cycle between exploration and exploitation where the organization focuses only on one activity at a time, and shifts to the other activity at a later stage. In other words, at one moment, the organization will engage in exploitation activities, and over time, the organization will shift to exploration activities (Jacobs & Maritz, 2020, p. 4). The sequential dexterity approach thus emphasizes a cyclical shift whereby exploitation and exploration alternate depending on the current focus, and the organization adapts its structure to optimally support the current activity pattern. However, a chronological sequence of exploitation and exploration activities seems possible only in relatively stable environments, where the organization has time to adapt its structure to changing requirements and as the environment becomes increasingly volatile. (Selig & Baltes, 2020, p. 2)

Sequential agility is achieved by changing structures over time to cope with rapid change and environmental challenges that come to organizations unexpectedly. It should be noted that organizations evolve through intermittent changes in which they adapt to environmental shifts by reorganizing their structures and processes and are therefore sequential. (O'Reilly & Tushman, 2013, p. 8)

-Contextual Ambidexterity: Both sequential and structural ambidexterity attempt to solve the exploration/exploitation tension through structural means. In 2004 Gibson and Birkinshaw proposed that this tension could be resolved at the individual level through what they termed contextual ambidexterity which they defined as “the behavioral capacity to simultaneously demonstrate alignment and adaptability across an entire business unit” (O'Reilly & Tushman, 2013, p. 11). Or it is the behavioral ability to demonstrate both compatibility and adaptability across an entire business unit. The contextual dexterity approach provides employees with a degree of

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autonomy because they often make decisions that vary between exploratory and exploitative activities without supervision from managers. This relatively high level of employee autonomy comes at a cost: the organization must implement appropriate control systems to ensure that the organization's values and objectives are aligned in all exploratory and exploitative activities, while at the same time, contextual dexterity should not be seen as a substitute for structural skill (structural ambidexterity), as it is necessary to combine the two in order to achieve sustainable organizational ambidexterity (Lind & Aberg, 2020, p. 13). And Contextual dexterity is described as 'driving-driven' rather than 'leadership-driven', excellence arises not only from a formal structure, nor from the vision of a charismatic leader, but is achieved by creating a supportive context in which individuals make their own choices about how and where to focus their energies. In other words, leadership becomes a quality that everyone in the organization exhibits. Sometimes the drive for excellence is driven by top-down initiatives, but the aim is to allow leadership to emerge from the organization at all levels and for that emerging leadership to be inherently skilled (Gibson & Birkinshaw, 2004, p. 13). And Contextual dexterity requires organizations to create effective organizational contexts or cultures that encourage employees to pursue two conflicting actions or behaviors at the same time (Ouyang, Xin, Jun, & Sixuan, 2020, p. 3). The assumption underpinning contextual dexterity is that all members of the organisation act dexterously and it is important to know more about their individual contributions (Tarba , Jansen , Raisch, Lawton, & Mom, 2020, p. 8). Therefore, contextual ambidexterity works in contrast to the structural separation described earlier in structural dexterity, as it describes an organisation's ability to balance exploitation and exploration within the same organisational unit, and for its success the organisation must provide supportive contextual elements, such as employee empowerment, supportive organisational culture and structures, as well as a leadership style that supports employees in switching between the two modes of operation (Selig & Baltes, 2020, p. 2). In this regard, under the concept of contextual ambidexterity, exploration and exploitation are complementary organisational activities, with individuals making their own judgements about how to divide their time between exploratory and exploitative activities and integrate across these activities (Tarba , Jansen , Raisch, Lawton, & Mom, 2020, p. 12). Thus the tension between exploitation and exploration can be addressed in light of the individual level emphasised by contextual ambidexterity through the ability of all individuals in the organisation to think, act and allocate time

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between exploitation and exploration irrespective of each type of organisational ambidexterity. (Stelzl, Röglinger, & Wyrski, 2020, p. 3)

Table3 : Comparison of structural and contextual ambidexterity

	Structural ambidexterity	Contextual ambidexterity
How is ambidexterity achieved?	Alignment- and adaptability-focused activities are carried out in separate units or teams	Individual employees divide their time between alignment- and adaptability-focused activities.
Where are decisions made about the split between alignment and adaptability?	At the top of organization	On the frontline, by salespeople, plant supervisors, and office workers.
Role of top management	To define the structure, and make trade-offs between alignment and adaptability	To develop the organizational context.
Nature of roles	Relatively clearly defined	Relatively flexible.
Skills of employees	More specialists	More generalists.

Source: (TARÓDY, 2016, p. 45)

Conclusion :

This chapter reviewed the concept of Organizational Ambidexterity, revealing that it represents a dynamic capability that enables firms to simultaneously explore new opportunities and exploit existing resources, and that by striking a balance between exploration and exploitation, ambidextrous organizations enhance their competitiveness, innovation capabilities, and long-term sustainability. We also discussed various types of organizational ambidexterity, including structural, contextual, and sequential ambidexterity. Each of these approaches offers a unique way to manage the tension between exploration and exploitation, and can be tailored to the specific needs and goals of an organization.

Section 3

Case Study of AL-Salam Bank

The field study occupies an important place in the research, through which the research problem is presented in reality, as it supports the theoretical study and allows the researcher to test the validity or invalidity of the hypotheses developed and finally to reach the results.

We selected Bank Al Salam - Biskra Agency - as the community for our field study in order to investigate the impact of organizational ambidexterity in achieving, so a clear methodological framework must be built for the study through which the collected data will be analysed and the formulated hypotheses will be tested. Therefore, this section is considered a simulation of the two theoretical sections of organisational agility and strategic success, as it answers the question of the study based on the field projection.

Topic 1: Exploratory studies of the bank

In this topic we expose an identification card about Al Salam bank with a close look to the most important tasks and the nature of the services it provides.

1. Background of Al Salam bank Algeria

Bank Al Salam Algeria is a multi-functional and multi-service bank that operates in accordance with Algerian laws and in accordance with the provisions of Islamic Sharia in all its dealings. It was approved by the Bank of Algeria in September 2008 and began its activities with the aim of providing innovative banking services.

Al Salam Bank Algeria works according to a clear strategy that is in line with the requirements of economic development in all vital facilities in Algeria, by providing modern banking services that stem from the inherent principles and values of the Algerian people, in order to meet the needs of the market, customers and investors, and its transactions are regulated by a Sharia board consisting of senior scholars in Sharia and economics.

Al Salam Bank Algeria's branch network currently consists of 24 branches spread across the country, pending the opening of other branches, in line with the bank's vision and strategy, which seeks to provide its customers with the best quality banking services.

-The bank's mission: To adopt the highest quality standards of performance to meet future challenges in local, regional and global markets, with a focus on maximizing returns for customers and shareholders alike.

-The bank's vision: To be a leader in the field of inclusive banking in accordance with the concepts of Islamic Sharia, and to provide innovative products and services approved by the bank's Sharia Board.

-The bank's values: Excellence, Commitment and Communication.

- Excellence: “ At Al Salam Bank Algeria, we adopt excellence as a collective and individual culture that we seek to achieve with the highest standards in everything we do, as this is a motivation to achieve our goals “.
- Commitment: “ It is our sense of responsibility to respond to all the required and expected needs of our customers and colleagues “.

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- Communication: “ We have made internal and external communication our top priority because we realize that it is the best way to provide the best services to our customers “.

- **Al Salam Bank Algeria Quality Policy:** it endeavours to meet the requirements of its customers and satisfy them by providing banking services that comply with Algerian laws and legal provisions by applying the quality policy by adopting a consistent system that focuses on international standards in line with its strategy.

The strategy adopted by Al Salam Bank Algeria aims to achieve a leading position in the Islamic banking sector, as we believe that excellence and sustainability depend on our willingness to respond regularly to the requirements and expectations of customers and stakeholders.

To this end, the following objectives have been exported:

- Promote adherence to the provisions of Islamic Islamic Sharia and applicable laws and regulations in the execution of banking operations.
- Controlling the risks associated with banking in accordance with the applicable laws and procedures.
- Satisfying customers and making them the center of our attention, continuously improving the quality of services with innovative products and services.
- Optimizing the processing time of banking transactions.

To achieve these goals, we work to support bridges of communication with customers by recruiting trained employees to serve them with the expected quality and are committed to supporting them with outstanding professional performance at all levels and believe that the key to the success of this system is compliance with the principles of quality and professional ethics.

-**Bank products and services:** Bank Al Salam-Algeria proposes a range of innovative products and services that have been shaped by modern electronic banking and is keen to offer them to its customers.

- Its products:
 - ✓ **for corporates:** Bank Al Salam provides a variety of financial products for corporates that allow them to keep pace with growth and meet all the challenges of various economic transformations, as well as help them complete their investment projects and meet their exploitation needs,

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proposing financing formulas approved by the bank's Sharia Supervisory Board (Murabaha, Forward Sale, Rent, Istisnaa, Sharing, Speculation, etc.). Al Salam Bank also undertakes to carry out foreign trade operations for its customers quickly, and proposes effective solutions tailored to their expectations such as: International payment methods, bank guarantees etc.

- ✓ **for individuals:** In addition to the wide range of products offered by the bank to its institutional customers, it offers a range of services to individuals, which came after the reactivation of consumer loans, under the name 'Al Salam Taysir', through which the bank enables its customers to purchase everything that is manufactured or installed in Algeria for individuals, both nationals and non-nationals, in various branches. In this context, Al Salam Bank has reintroduced a real estate financing product for individuals under the name 'Dar Al Salam' (Al-Salam House), offering various financing formulas.

- Its Services:

- ✓ Financing investment projects and all needs in the field of exploitation and consumption through several financing formulas as follows: Sharing, Mudaraba, Rent, Murabaha, Investment, Sale by instalments...
- ✓ In the case of customers' international business transactions without delay: Customers are offered fast and efficient services of international payment methods, documentary operations, pledges and letters of credit.
- ✓ In case of investment: Bank of Algeria offers customers attractive and secure solutions through the subscription of investment bonds, opening a savings book, savings card, investment accounts ... etc.
- ✓ Other services: Automated Payment Instrument Money Transfer, Remote Banking, Mobile Banking, MileSwift, Secure Electronic Payment Card, International Visa Peace Card, Online Payment Service, Safe Deposit Boxes, Automated Payment Machines, etc.
- ✓ Online services are in line with contemporary banking standards and innovative global technologies.
- ✓ Al-Salam Direct: Through phone or email, customers can benefit from a range of services such as checking your accounts, searching account transactions, downloading account statements, printing bank account statements, consolidating accounts, following up on electronic

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transactions, cheque book, following up on facilities, viewing term deposits, transferring between accounts, transferring to beneficiaries, and requesting a card.

- ✓ Pre-settlement service: To make the customer's international bank transfers safe and secure, Bank Al Salam provides them with safer documentary payment methods that are compliant with international standards and adapted to their needs as a buyer or seller, Bank Al Salam provides a web portal for the customer to process pre-settlement requests for imports and this is 24/24 hours and 7/7 days a year online securely.
- ✓ Smart Baking Service: This application opens a new door for customers to access the bank 24/24 hours and 7/7 days via smartphone or tablet wherever they are through:
 - Checking balances and latest transactions.
 - Search and sort the latest transactions.
 - Finance simulation.
 - Currency conversion.
 - Contact the bank by email, phone and SMS.
- ✓ Documentary Credit Service: To make customers' international bank transfers secure, Bank Al Salam offers more secure documentary payment methods that are compliant with international standards and adapted to the needs of customers as buyers and sellers.

Bank Al Salam has its own web portal that allows customers to fill out the import documentary credit application form 24/24 hours a day, 7/7 days a year via the Internet in a secure manner, with a link on the website that provides ease of use, availability at all times, and the ability to fill out the import documentary credit application form.

-The Organizational Structure of Al Salam Bank Algeria:

The organisational structure plays a key role in clarifying the levels of responsibility within the bank, and in this requirement we will try to clarify the organisational structure of the Algerian Al-Salam Bank.

- The Board of Directors:

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It comes in the first place and works to determine the strategic directions of the bank professionally in order to enable it to achieve its set goals, as it has adopted a set of documents and activities that regulate the bank's activity, including:

1. Rules of Procedure of the Board of Directors.
 2. Management Charter and Authorisations .
 3. The bank's strategy.
 4. Liquidity, Operational and Compliance Risk Policy.
- Executive Management: It comes in second place and consists of:
 1. Fatwa and Sharia Supervisory Board: We are composed of senior scholars of Islamic law and economics who are familiar with religious sciences, economic, legal and legal systems, banking and Islamic transactions, appointed by the Board of Directors and approved by the Ordinary Assembly of the Bank, which is solely responsible for issuing Sharia rulings for all issues and topics related to the contracts it enters into with its customers, and monitoring all activities of the management and branches to ensure that they comply with the provisions of Islamic Sharia.
 2. Individuals' interest: Algerian Peace Bank provides both individuals and companies with services that comply with contemporary banking standards and innovative technologies previously mentioned
 3. Online Services: It consists of electronic payment cards, international payment cards,, etc.

2. Introduction of the bank Biskra- Agency

- Creation of Biskra Agency:

Biskra Agency was established on 22 November 2018 after obtaining a permit from the Bank of Algeria with the code 12 and immediately began to carry out the usual operations that any bank is supposed to perform, accepting deposits and granting loans, and the first service launched by the agency in 2018 was the consumer loan for the purchase of cars for private individuals and traders. The agency is located in the Sayhi neighborhood, block 69, property 109-110, Biskra, equipped with all modern means.

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- Organizational structure the Biskra Agency:

- The Agency Manager: He is the main representative of the Bank at the Agency and is responsible for providing the administrative and operational organization of the Agency and its commercial development with continuous attention to quality and risk management, as well as achieving the strategic and financial objectives set by the Bank's management, ensuring the economic transparency of the Bank and managing the Agency's budget, as well as monitoring the regularity of the Agency's accounts and ensuring that administrative and operational processes are carried out within a legal framework with the task of managing and supervising the Agency's employees.
- Commercial Administrator: One of the main tasks of the Commercial Administrator is to supervise and motivate the sales team in order to help him achieve the qualitative and quantitative business objectives related to the agency. He also supervises the management of customer portfolios and ensures their management while providing customers with all products offered by the bank, respecting the application of credit decisions, monitoring the opening of accounts, supervising operations of an administrative nature, supervising operations of an administrative nature, supervising the analysis of files and loans for institutions and individuals as well as coordinating with the administrative supervisor to ensure smooth work and its application in accordance with the laws, regulations and statutes.
- The controller: The controller's main task is to ensure the proper control of all transactions carried out by the Agency in the context of operational risk management, as well as verifying the daily operation of the window and cashier for individual and institutional customers, as well as monitoring operations of an administrative nature, auditing administrative and legal accounts, internal audit, auditing the accounts and the correctness of information and its conformity with laws.
- Admin Supervisor: He is the supervisor of the cashier, window operator and staff in order to achieve the objectives of the agency. His task is to provide service to customers within the framework of achieving the objectives, as well as to supervise and verify the implementation of banking operations in the window with individual and institutional customers and handle customer complaints.

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- Customer Sales Advisor: his role is to be responsible for managing the customer portfolio and processing work from the range of products offered by the bank, as well as managing customer accounts in accordance with regulatory decisions and carrying out all daily operations for the institution's customers with special care, managing guarantees and collateral, managing investment loans, carrying out foreign trade operations and processing transactions with foreign countries.
- Administrative Coordinator: The Administrative Coordinator has a range of key tasks such as ensuring that Office Back operations are conducted in accordance with the bank's regulations in terms of quality and accuracy, managing accounts, maintaining customer files, managing cheque books, authorising unpaid cheques, processing transactions on invoices, cheques and transfers according to procedures, and managing bonds and all commercial papers.
- Treasurer: he is responsible for the fund and for ensuring that the fund's operations with customers are carried out in accordance with the practices and procedures in force in the bank and that accounts are settled.
- Cashier: The Cashier is responsible for ensuring the smooth and continuous operation of various banking operations while respecting the bank's procedures and ensuring the reconciliation of accounts.
- Cash register: Performs various administrative operations on behalf of customers, such as cashing cheques, issuing or debiting cheques, performing other services necessary for the smooth running of the business, reviewing the role of activities and making suggestions.

Topic 2: Empirical research

Given the study's scope and its intended goals, both analytical descriptive and statistical approaches were employed. These methods focus on studying the phenomenon as it exists and aim to provide precise descriptions expressed in qualitative and quantitative terms. However, these approaches go beyond mere data collection; they also involve analysis, linkage, and interpretation to explore the various manifestations and relationships within the phenomenon.

1. Theoretical framework

After identifying the bank under study, conducting various researches and collecting theoretical information about it, in order to respond to the proposed objectives, we had to rely on certain methods to collect the necessary data, organise it, analyse it and then interpret it to draw conclusions.

-Measurement instrument and field study

A questionnaire which was based on the previous literature research, was used as the main tool for collecting data on the variables of the study, and it was divided into two parts, the first part concerning Personal and job characteristics of the study sample (gender, age, education level, experience, job title). The second part is divided into two sections, the first contains 18 statements, which are divided into Exploration, Exploitation and Flexible Organizational Structure. The second section reflects the level of employees' assessment of strategic success dimensions and through 27 statements that illustrate (Survival, Adaption and Growth). A five-point Likert scale was used to measure employees' responses to the questionnaire statements, the scale was from 1-strongly disagreed to 5- strongly agreed. We received the answered surveys which attained 34 out 40 surveys.

-Stability and reliability of the questionnaire

Table4: Cronbach's alpha index of the employee's questionnaire

Variable	Number of phrases	Cronbach's alpha index
Organizational Ambidexterity	18	0.949
Strategic Success	16	0.889
The questionnaire as a whole	34	0.929

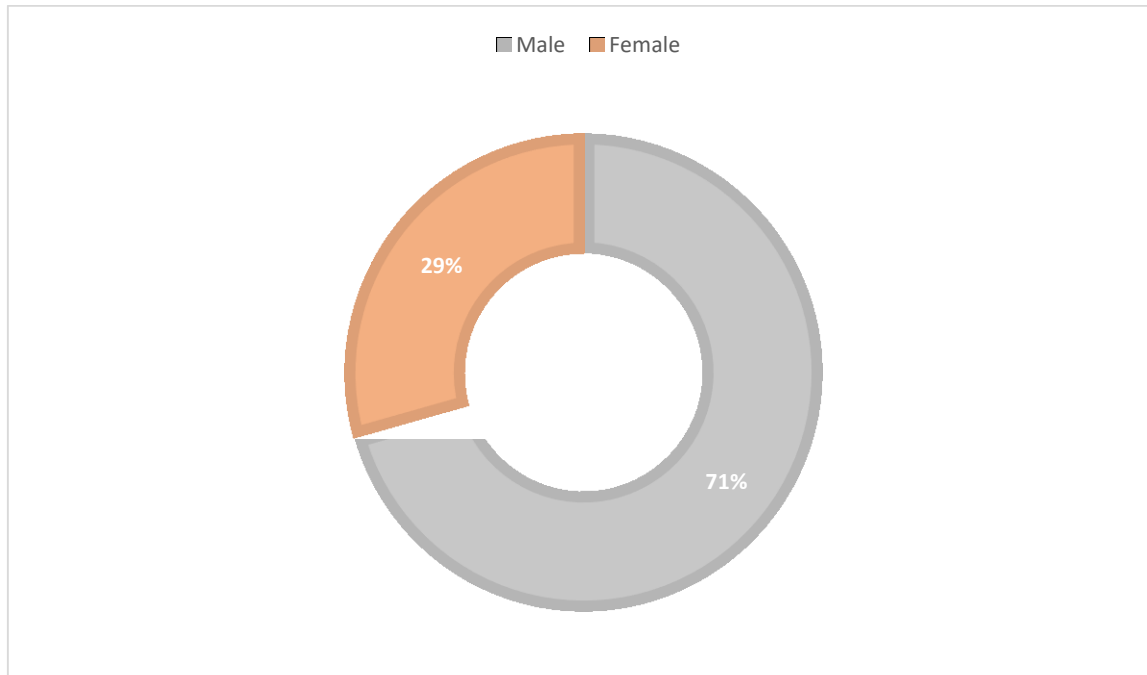
Source: prepared by the student using SPSS outputs

We can see from the table above that the value of Cronbach's Alpha was high, as the first axis reached 94.9% and the second axis reached 88.9%, This is a high stability ratio that confirms the internal consistency of all statements of the questionnaire, which confirms the possibility of using it in the study. We also note that the coefficient of the questionnaire as a whole is 0.914, so the questionnaire's statements are consistent and true to what they were designed to measure.

2. The sample characteristics description

2.1 Sex

Figure 6: Sex

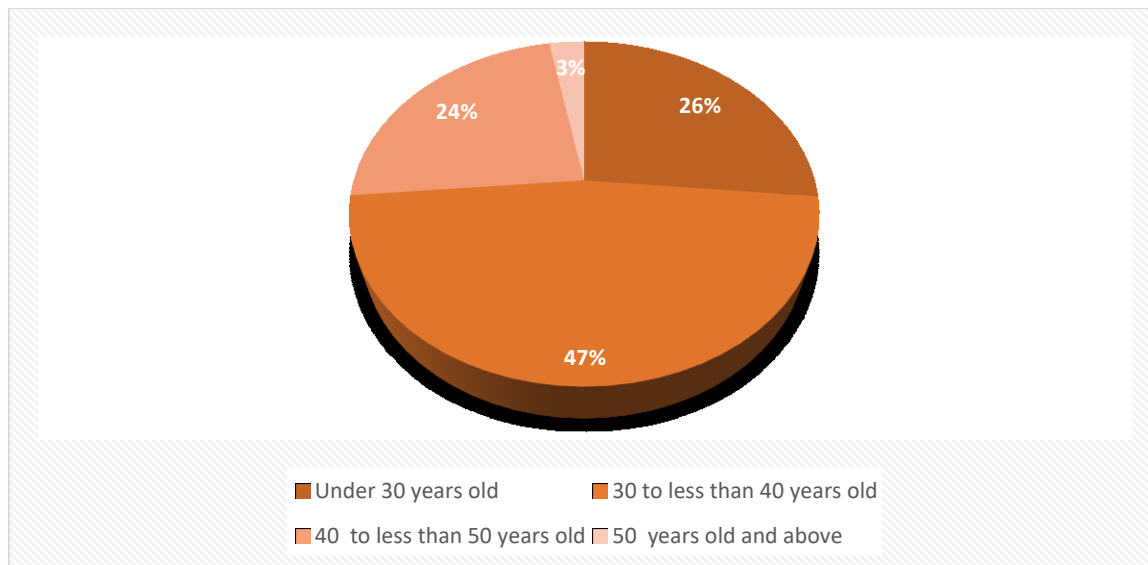


Source: made by the student using SPSS Outputs

As presented in the graphic above 71% of the employees were males and 29% of others were female.

2.2 Age

Figure 7: Age

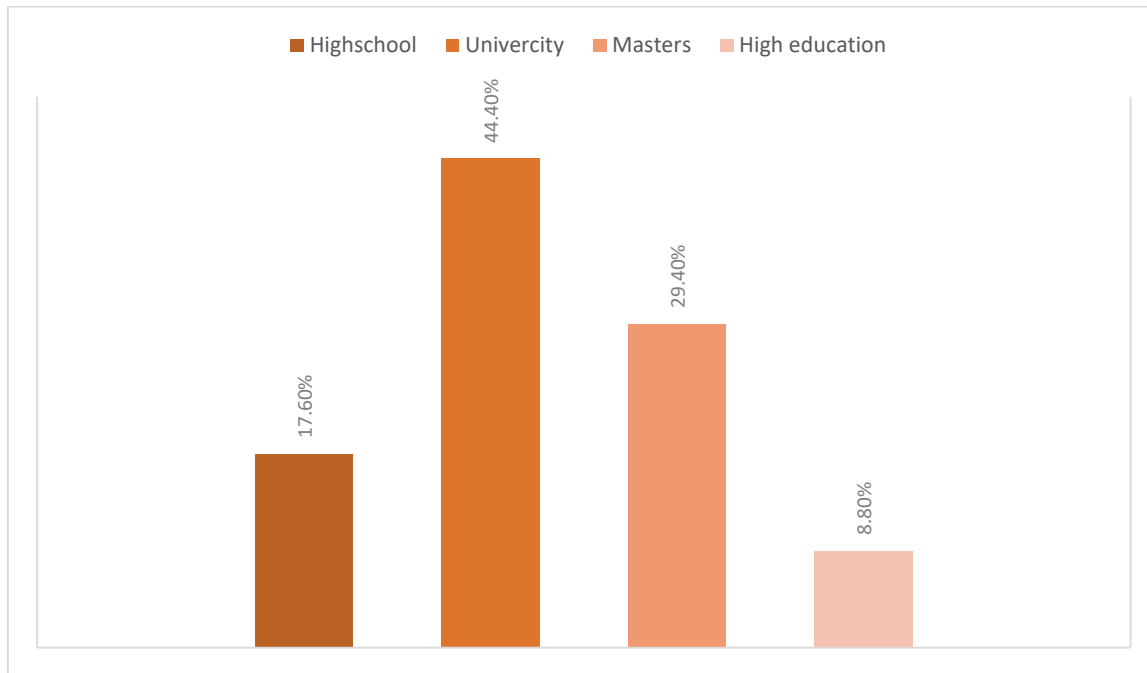


Source: made by the student using SPSS Outputs

The pie chart above shows that 47% of the Bank employees are under the age of 30 which is almost half of the employees, 26% is between 30 and 40 years old, 24% is above 40 and under 50 years old and the smallest group which makes up 3% of the employees are 50 years old and above.

2.3 Education Level

Figure 8: Education Level

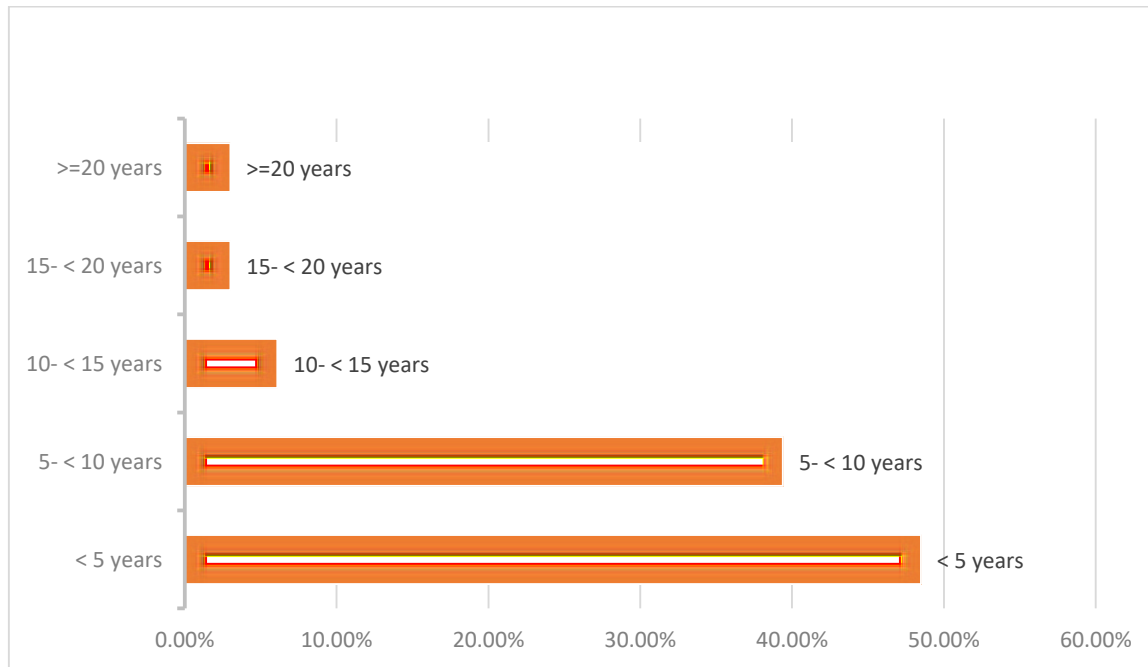


Source: made by the student using SPSS Outputs

We noticed that 44.4% of employees had a university bachelorette degree, 29.4% of them had a master's degree, 8.8% had high education and 17.6% of others with a high school level.

2.4 Experience

Figure 9: Experience



Source: made by the student using SPSS Outputs

From the figure above, we see that 48.5% of the employees has under 5 years of experience which is due to the recent opening of the Agency, 39.4% has between 5 and 9 years of experience, 6.1% has more than 10 years of experiences while only 2 employees have more than 15 years of experience.

2.5 Job title

Figure 10: Job Title



Source: prepared by the student using SPSS outputs

In Al Salam bank there's one director which we stated before that he is the main representative of the Bank at the Agency, 8 chef departments and 23 employees.

Topic 3 : Discussion

The analysis was structured by taking into consideration the need to respond to the proposed objectives. The quantitative data were analysed by the SPSS version 22.

1. Analysis of the study's responses

After distributing the questionnaires to the employees of the study bank, they were transcribed for processing with the help of SPSS software, and the answers of Bank Al Salam employees were divided into 3 parts in order to analyze each answer on each axis, to be able to draw conclusions related to organizational ambidexterity and its dimensions on the one hand, and strategic success on the other hand.

The field of study is illustrated in the following table, which shows the frequency of each statement for each dimension of organizational agility and strategic success on the five-point Likert scale. Where:

Whenever the statement tends to 1, the frequency tends to strongly disagree and thus negatively evaluated by Bank Al Salam, and whenever the

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statement tends to 5, the frequency tends to strongly agree, meaning a positive evaluation of the study sample.

Table5: Opinion Orientation according to Likert Scale

Degree	1	2	3	4	5
Answer	Strongly disagreed	Disagreed		Agreed	Strongly agree
Opinion direction	Very low	Low	Medium	High	Very high
Mean	1-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5

Source: (Statistic Think, 2019)

Section one: Organizational Ambidexterity

As shown in the following table

Table6: The arithmetic means, standard deviations and relative importance of the research sample's responses about Organizational Ambidexterity

N	Statements	Mean	Std. Deviation	Evaluation	Importance	Rating
	Exploration ambidexterity	4.0882	.43661	High		81.76%
1	The bank seeks creative ways to fulfil the needs of its people.	3.94	.649	High	6	78.8%
2	The bank searches for new ideas to offer new services through the research and development process.	4.09	.570	High	3	81.8%
3	The bank promotes and commercializes new services.	4.06	.694	High	5	81.2%
4	The Bank contributes to aligning its capabilities with the realities of competition.	4.09	.621	High	4	81.8%
5	The Bank's management conducts ongoing research to identify future customer trends.	4.15	.657	High	2	83%

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6	The Bank seeks individuals with outstanding competencies, skills and expertise.	4.21	.770	Very High	1	84.2%
	Exploitation ambidexterity	4.1520	.46124	High		83.04%
1	The Bank seeks to acquire and employ technological technologies to use time efficiently and effectively.	4.15	.610	High	4	83%
2	The Bank is interested in increasing the knowledge and skills of its human resources through education and training.	4.24	.554	Very High	1	84.4%
3	The Bank makes every effort to exploit new opportunities.	4.15	.558	High	3	83%
4	The Bank continuously works to improve the reliability of its services.	4.12	.686	High	5	82.4%
5	The Bank fosters employee behaviors towards commitment and dedication.	4.24	.606	Very High	2	84.4%
6	The Bank works to achieve integration and balance between exploring and exploiting opportunities.	4.03	.577	High	6	80.6%
	Flexible organizational structure	3.9706	.41938	High		79.41%
1	The Bank establishes specific, written procedures to facilitate the completion of work.	4.24	.554	Very High	1	84.8%
2	The bank's divisions develop methods for organising and executing work.	3.88	.769	High	5	77.6%
3	A change in the bank's organisational structure corresponds to any change in its strategy.	3.94	.600	High	4	78.8%
4	The bank's employees complete transactions	3.50	1.080	High	6	70%

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	without reference to senior management.					
5	The current organisational structure supports effective communication and collaboration between different departments.	4.09	.668	High	3	81.8%
6	Authorities and responsibilities are clearly allocated within the bank.	4.18	.576	High	2	83.6%

Source: made by the student using SPSS outputs

From the table we find:

Exploration Dexterity: We can see from the table that all the arithmetic means of the statements of the Exploratory prowess dimension were higher than the hypothetical mean (3), where:

- Statement (6), which says: “The bank seeks creative ways to fulfil the needs of its people”, obtained the first rank with the highest arithmetic mean (4.21) and standard deviation (0.770), which indicates that the bank is looking for individuals with exceptional abilities, skills, and knowledge.

- Statement (5), which stated: “The Bank's management conducts ongoing research to identify future customer trends” ranked second, with an arithmetic mean (4.15) and standard deviation (0.657), which means that the Bank's management continuously researches to forecast future customer trends.

- Then followed by the third ranking statement (2) which says: “The bank searches for new ideas to offer new services through the research and development process” with an arithmetic mean (4.09) and standard deviation (0.570), indicating that the Bank seeks innovative ideas to introduce new services through its research and development process.

- Statement (4), which stated: “The Bank contributes to aligning its capabilities with the realities of competition” ranked fourth, with an arithmetic mean (4.09) and standard deviation (0.621), which means that the Bank works to align its capabilities with the competitive landscape.

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- Then paragraph (3) which states: “The bank promotes and commercializes new services” came in fifth place with an arithmetic mean (4.06) and standard deviation (0.694), thus, the bank advertises and launches new offerings.

- In the last position, we find the statement that reads: “The bank seeks creative ways to fulfil the needs of its people” with an arithmetic mean (3.94) and standard deviation (0.649), which indicates that Al Salam Bank looks for innovative methods to meet the needs of its customers.

Exploitation ambidexterity: We can see from the table that all the arithmetic means of the attraction dimension were higher than the hypothetical mean (4), where:

- The first rank was obtained by statement (2): “The Bank is interested in increasing the knowledge and skills of its human resources through education and training” with the highest arithmetic mean (4.24) and standard deviation (0.554), which indicates that Al Salam Bank aims to enhance the knowledge and skills of its employees through education and training.

- While statement (5), which stated: “The Bank fosters employee behaviours towards commitment and dedication” ranked second, with an arithmetic mean of 4.24 and a standard deviation of 0.606, which means that the Bank encourages devoted and committed work habits in its employees.

- Then followed in third place by statement (3), which states “The Bank makes every effort to exploit new opportunities” with an arithmetic mean (4.15) and standard deviation (0.558), which indicates that the bank strives to capitalize on new opportunities.

- Then statement (2), which states that: “The Bank seeks to acquire and employ technological technologies to use time efficiently and effectively” came in fourth place with an arithmetic mean (4.15) and standard deviation (0.610), indicating that the bank aims to adopt and utilize technological advancements to optimize time efficiency and effectiveness.

- Statement (4), which reads: “The Bank continuously works to improve the reliability of its services” ranked second, with an arithmetic mean (4.12) and standard deviation (0.686), which means that the bank consistently strives to enhance the reliability of its services.

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- In the last place we find statement (6), which states: “The Bank works to achieve integration and balance between exploring and exploiting opportunities” with an arithmetic mean (4.03) and standard deviation (0.577). This indicates that Al Salam Bank strives to achieve a harmonious balance between discovering and leveraging opportunities.

Flexible organizational structure: We can see from the table that all the arithmetic means of the traction dimension were higher than the hypothetical mean (3), where:

- Statement (1), which states: “The Bank establishes specific, written procedures to facilitate the completion of work” ranked first with the highest arithmetic mean (4.24) and standard deviation (0.554), which indicates that Al Salam Bank implements detailed, documented procedures to streamline work processes.

- While statement (6), which reads: “Authorities and responsibilities are clearly allocated within the bank” ranked second, with an arithmetic mean (4.18) and standard deviation (0.576), which means that the bank clearly defines and assigns authorities and responsibilities.

- Then followed by statement (5) which states: “The current organisational structure supports effective communication and collaboration between different departments.” with an arithmetic mean (4.09) and standard deviation (0.668), which indicates that the bank is active in its website by continuously updating its content, which means the existing organizational setup fosters seamless communication and collaboration across diverse departments.

- Then statement (3), which states: “A change in the bank's organisational structure corresponds to any change in its strategy” came in fourth place with an arithmetic mean of 3.94 and a standard deviation of 0.600, indicating that any alteration in the bank’s organizational structure aligns with shifts in its strategy.

- Statement (2), which states: “The bank's divisions develop methods for organising and executing work” ranked fifth, with an arithmetic mean of 3.88 and a standard deviation of 0.769, which means that the bank 's divisions devise approaches for organizing and implementing tasks.

- In the last rank, we find statement (4) which states: “The bank's employees complete transactions without reference to senior management” with an arithmetic mean (3.50) and standard deviation (1.080), which means that the bank's staff

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autonomously handle transactions without needing approval from senior management.

Section 2: Achieving Strategic Success:

as shown in the following table

Table7: The arithmetic means, standard deviations and relative importance of the research sample's responses about

N	Statements	Mean	Std. Deviation	Evaluation	Importance	Rating
	Survival	4.1029	0.55659	High		82.05%
1	The Bank monitors the progress and achievements of the organizations within its sector to keep pace with them.	4.06	.694	High	5	81.2%
2	The bank aims to achieve stakeholder satisfaction as part of its culture and priority.	4.00	.651	High	6	80%
3	The bank relies on the delivery of customer complaints and feedback to improve its performance.	4.15	.784	High	2	83%
4	The bank is interested in establishing a clear and specific strategy for its work.	4.06	.694	High	4	81.2%
5	The bank's management works to fulfil the services provided accurately and on time.	4.24	.606	Very High	1	84.8%
6	The bank has the human and financial resources to effectively implement the defined strategy.	4.12	.686	High	3	82.4%

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	Adaption	4.1059	.47796	High		82.12%
1	The bank has the ability to adapt to current and future challenges.	4.12	.640	High	2	82.4%
2	The Bank relies on innovative ways to retain customers.	4.18	.521	High	1	83.6%
3	The bank's management is constantly responding to changes in its business environment.	4.09	.570	High	3	81.8%
4	Management delegates authority to employees to make decisions that address business issues.	4.06	.736	High	5	81.2%
5	The bank's management is highly skilled in planning to fulfil future needs.	4.09	.668	High	4	81.8%
	Growth	4.0412	.37101	High		80.82%
1	The bank prioritizes the expansion strategy when setting its strategic direction.	4.03	.521	High	4	80.6%
2	The bank offers innovative solutions that meet customer needs.	4.09	.452	High	1	81.8%
3	The management uses the scientific method to develop strategies.	4.06	.489	High	3	81.2%
4	The Bank's management encourages employees to openly present new ideas.	4.09	.621	High	2	81.8%
5	The Bank utilizes experienced professionals to advise on the best growth projects to implement.	3.94	.736	High	5	78.8%

Source: made by the student using SPSS outputs

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Survival: We can see from the table that all the arithmetic means of the statements of survival were higher than the hypothetical mean (3), where:

- Statement (5), which says: “The bank's management works to fulfil the services provided accurately and on time”, obtained the first rank with the highest arithmetic mean (4.24) and standard deviation (0.606), which indicates that the bank 's management strives to deliver services accurately and punctually.

- Statement (3), which stated: “The bank relies on the delivery of customer complaints and feedback to improve its performance” ranked second, with an arithmetic mean (4.15) and standard deviation (0.784), which means that the bank leverages customer complaints and feedback to enhance its performance.

- Then followed by the third ranking statement (6) which says: “The bank has the human and financial resources to effectively implement the defined strategy” with an arithmetic mean (4.12) and standard deviation (0.686), indicating that the bank possesses the human and financial resources necessary to effectively implement its defined strategy.

- Statement (4), which stated: “The bank is interested in establishing a clear and specific strategy for its work” ranked fourth, with an arithmetic mean (4.06) and standard deviation (0.694), which means that the bank is committed to developing a clear and focused strategy for its operations.

- Then paragraph (1) which states: “The Bank monitors the progress and achievements of the organizations within its sector to keep pace with them” came in fifth place with an arithmetic mean (4.06) and standard deviation (0.694), thus, the bank tracks the progress and achievements of organizations within its sector to stay competitive.

- In the last position, we find the statement that reads: “The bank aims to achieve stakeholder satisfaction as part of its culture and priority” with an arithmetic mean (4.00) and standard deviation (0.651), which indicates that Al Salam Bank prioritizes stakeholder satisfaction as a core aspect of its culture and objectives.

Adaptation: We can see from the table that all the arithmetic means of the traction dimension were higher than the hypothetical mean (3):

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- Statement (2), which states: “The Bank relies on innovative ways to retain customers” ranked first with the highest arithmetic mean (4.18) and standard deviation (0.521), which indicates that Al Salam Bank employs innovative strategies to retain customers.
- Statement (1), which stated: “The bank has the ability to adapt to current and future challenges” ranked second, with an arithmetic mean of 4.12 and a standard deviation of 0.640, which means that the bank possesses the capability to adapt to both current and future challenges.
- Then followed in third place by statement (3), which states: “The bank's management is constantly responding to changes in its business environment” with an arithmetic mean (4.09) and standard deviation (0.570), which indicates that the bank's management is constantly responding to changes in its business environment.
- Then statement (5) which states: “The bank's management is highly skilled in planning to fulfil future needs” came in fourth place with an arithmetic mean (4.09) and standard deviation (0.668), indicating that the bank's management excels in planning to meet future needs.
- In the last place we find statement (4) which states: “Management delegates authority to employees to make decisions that address business issues” with an arithmetic mean (4.06) and standard deviation (0.736), Al Salam Bank’s management empowers employees to make decisions to resolve business issues.

Growth: We can see from the table that all the arithmetic means of the traction dimension were higher than the hypothetical mean (3):

- Statement (2), which states: “The bank offers innovative solutions that meet customer needs” ranked first with the highest arithmetic mean (4.09) and standard deviation (0.452), which indicates that Al Salam Bank provides innovative solutions tailored to customer needs.
- Statement (4), which stated: “The Bank's management encourages employees to openly present new ideas” ranked second, with an arithmetic mean of (4.09) and a standard deviation of (0.621), which means that the bank possesses the capability to adapt to both current and future challenges.

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- Then followed in third place by statement (3), which states: “The management uses the scientific method to develop strategies” with an arithmetic mean (4.06) and standard deviation (0.489), which indicates that the bank's management employs the scientific method to formulate strategies.

- Then statement (1) which states: “The bank prioritizes the expansion strategy when setting its strategic direction” came in fourth place with an arithmetic mean (4.03) and standard deviation (0.521), indicating that the bank emphasizes an expansion strategy when determining its strategic direction.

- In the last place we find statement (5) which states: “The Bank utilizes experienced professionals to advise on the best growth projects to implement” with an arithmetic mean (3.94) and standard deviation (0.736), indicating that the Bank leverages seasoned professionals to recommend the most advantageous growth projects to pursue.

Normal Distribution Test

Table 8: Normal Distribution test for the Study’s variable and their dimensions

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Exploration Ambidexterity	34	.486	.403	-.785	.788
Exploitation Ambidexterity	34	.453	.403	-.855	.788
Flexible Organizational Structure	34	.757	.403	.116	.788
Survival	34	-.122	.403	-.536	.788
Adaption	34	.358	.403	-.831	.788
Growth	34	.679	.403	.204	.788
Organizational Ambidexterity	34	.581	.403	-.462	.788
Strategic Success	34	.470	.403	-1.099	.788

Source: Made by the student using SPSS outputs

The table above provides descriptive statistics on the study’s variables, we can see that the skewness is between -1 and 1, and kurtosis is between 3 and -3 there for the study data is normally distributed, so we use standardised tests.

2. Test Hypothesis

H1-1- There’s a positive level in applying Organizational Ambidexterity concept in the Bank.

To answer the hypothesis above, we may use the two tables below, one that represents the internal consistency of the variable (OA) and its dimensions and the other and the other represents the orientation of it.

Table9: Internal consistency of Organizational Ambidexterity and its dimensions

		Exploration ambidexterity	Exploitation ambidexterity	Flexible organizational structure	Organizational Ambidexterity
Exploration ambidexterity	Pearson Correlation	1	.792**	.654**	.913**
	Sig		.000	.000	.000
	N	34	34	34	34
Exploitation ambidexterity	Pearson Correlation	.792**	1	.650**	.916**
	Sig	.000		.000	.000
	N	34	34	34	34
Flexible organizational structure	Pearson Correlation	.654**	.650**	1	.852**
	Sig	.000	.000		.000
	N	34	34	34	34
Organizational Ambidexterity	Pearson Correlation	.913**	.916**	.852**	1
	Sig	.000	.000	.000	
	N	34	34	34	34

Source: made by the student using SPSS outputs

The relationship of each dimension to its variable is more than 50 per cent, so it is possible to judge the extent to which the dimensions exploration dexterity, exploitation dexterity and flexible organizational structure are consistent with their variable organizational ambidexterity.

Table10: The general orientation of Organizational Ambidexterity and its dimensions in the Bank

	Mean	Std. Deviation	Evaluation	Importance	Rating
Exploration ambidexterity	4.0882	.43661	High	Second	81.76%
Exploitation ambidexterity	4.1520	.46124	High	First	83.04%
Flexible organizational structure	3.9706	.41938	High	Third	79.41%
Organizational Ambidexterity	4.0703	.39291	High		

Source: made by the student using SPSS outputs

By observing the results in the table above, it is clear that the exploitation ambidexterity dimension ranked first in terms of importance from the perspective of the study community with an arithmetic mean of (4.1520), while the exploration dexterity dimension ranked second with an arithmetic mean of (4.0882), and the flexible organizational structure dimension ranked last with an arithmetic mean of (3.9706) . Overall The average score for all three dimensions is 4.07, suggesting a high overall orientation towards ambidexterity in the bank.

We can conclude that **there’s a positive level in applying Organizational Ambidexterity concept in the Bank.**

H1-2- There’s a positive level in applying Strategic Success concept in the Bank.

To answer the hypothesis above, we also used here the same two tables, for the variable (Strategic Success) and its dimensions.

Table11: Internal consistency of Organizational Ambidexterity and its dimensions

		Adaption	Growth	Survival	Strategic Success
Adaption	Pearson Correlation	1	.679**	.729**	.937**
	Sig. (2-tailed)		.000	.000	.000
	N	34	34	34	34
Growth	Pearson Correlation	.679**	1	.659**	.893**
	Sig	.000		.000	.000
	N	34	34	34	34
Survival	Pearson Correlation	.729**	.659**	1	.761**
	Sig	.000	.000		.000
	N	34	34	34	34
Strategic Success	Pearson Correlation	.937**	.893**	.761**	1
	Sig	.000	.000	.000	
	N	34	34	34	34

Source: made by the student using SPSS outputs

The relationship of each dimension to its variable is more than 50 per cent, so it is possible to judge the extent to which the dimensions Survival, Adaption and growth are consistent with strategic success.

Table12: The general orientation of Organizational Ambidexterity and its dimensions in the Bank

	Mean	Std. Deviation	Evaluation	Importance	Rating
Survival	4.1029	.55659	High	Second	82.05%
Adaption	4.1059	.47796	High	First	82.12%
Growth	4.0412	.37101	High	Third	80.82%
Strategic Success	4.0735	.38949	High		

Source: made by the student using SPSS outputs

By observing the results in the table above, it is clear that adaption dimension ranked first in terms of importance from the perspective of the study community with an arithmetic mean of (4. 1059), while survival dimension ranked second with an arithmetic mean of (4.1029), and growth ranked last with an arithmetic mean of (3.9706) . Overall The average score for all three dimensions is also 4.07, suggesting a high overall orientation towards strategic success in Al-Salam bank.

We can conclude that **there’s a positive level in applying Strategic Success concept in the Bank.**

H1- There is a significant positive relationship between organizational ambidexterity and strategic success

To answer the hypothesis above, we will use the two tables below that represent the correlation between each variable and its dimensions.

Table13: The correlation between Strategic Success and Organizational Ambidexterity dimensions

		Exploration ambidexterity	Exploitation ambidexterity	Flexible organizational structure	Organizational Ambidexterity
Strategic Success	Pearson Correlation	.917**	.836**	.573**	.871**
	Sig	.000	.000	.000	.000
	N	34	34	34	34

Source: prepared by the student using SPSS outputs

The table above shows the correlation between Strategic Success and Organizational Ambidexterity dimensions where we notice that there is a direct relationship between the independent variable and its dimensions with the dependent variable where:

- The degree of correlation between exploration and strategic success is 91.7 per cent at a significant level of 0.01.

- The degree of correlation between exploitation and strategic success is 83.6% at a significant level of 0.01.

- Even though the degree of correlation between organizational structure and strategic success is less than the previous two dimensions yet it is still at a positive level of 57.3%.

Table14: The correlation between Organizational Ambidexterity and Strategic Success dimensions

		Survival	Adaption	Growth	Strategic Success
Organizational Ambidexterity	Pearson Correlation	.826**	.897**	.672**	.871**
	Sig	.000	.000	.000	.000
	N	34	34	34	34

Source: prepared by the student using SPSS outputs

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The table above shows the correlation between Organizational Ambidexterity and Strategic Success dimensions where we notice that there is a direct relationship between the dependent variable and its dimensions with the independent variable where:

- The degree of correlation between survival and organizational ambidexterity is 82.6% at a significant level of 0.01.

- The degree of correlation between adaption and organizational ambidexterity is 89.7% at a significant level of 0.01.

- Even though the degree of correlation between growth and organizational ambidexterity is less than the previous two dimensions yet it is still at a positive level of 67.2%.

Based on the results from the two tables above we conclude that **there is a significant positive relationship between organizational ambidexterity and strategic success with a degree of 87.1%.**

H2- There is a significant impact of organizational ambidexterity in achieving strategic success at Al-Salam Bank Biskra-agency.

We used two tables:

Table15 : A model of the impact of organizational ambidexterity in achieving strategic success

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
impact of organizational ambidexterity in achieving strategic success	.938 ^a	.881	.869	.14107

Source: prepared by the student using SPSS output

It is clear from the table that there is a strong influence between the dependent variable and the independent variable represented by its dimensions, with a correlation coefficient of R (0.938) and a coefficient of determination of R² (0.881), which means that 88.1% of the changes in strategic success are due to changes in organisational ambidexterity.

Table16: Regression Analysis Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.409	3	1.470	73.854	.000 ^b
Residual	.597	30	.020		
Total	5.006	33			

Source: prepared by the student using SPSS outputs

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From the table above, we can see that the significance level is less than 0.01, so it can be said that the regression model is significant.

There for we accept the hypothesis stating that **there is a significant effect of organizational ambidexterity in achieving strategic success.**

Table17: Model's Partial Significance Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.683	.258		2.649	.013
exploration ambidexterity	.652	.097	.731	6.749	.000
exploitation ambidexterity	.284	.091	.337	3.119	.004
flexible organizational structure	-.115	.081	-.123	-1.418	.166

Source: prepared by the student using SPSS outputs

Through the level of significance in the table that corresponds to the various explanatory factors (dimensions of organizational ambidexterity), it is clear that the fixed amount that represents the minimum acceptance of strategic success is a significant amount at the significance level of 0.05.

The same for the coefficients of exploration and exploitation ambidexterity are significant at the 0.01 level, whereas the regression coefficient for the dimension flexible organisational structure is not significant at the level of 0.05, meaning the third dimension has an insignificant effect on the regression equation.

And the regression equation is as follows:

$$\text{Strategic Success} = 0.652(\text{Exploration ambidexterity}) + 0.284(\text{Exploitation ambidexterity}) + 0.683$$

Conclusion:

In this section we identified the bank, its objectives, its website, the services it offers and the organisational structure of the bank and explaining its working strategy. We also collected primary data through the questionnaire as the main tool of the study, and distributed it to the study sample, which is composed of the employees of Bank Al Salam Biskra branch, and these data were analysed by SPSS statistical analysis software, and reached results and recommendations that we will present in the summary.

Summary

This paper addresses the issue of the impact of organisational ambidexterity in achieving strategic success, this issue was studied in two parts, the first part was divided into two theoretical sections and the second part consisted of one applied section.

In the first section we learned that Strategic success refers to the achievement of long-term organizational objectives through the effective alignment of internal capabilities with external market opportunities. It encompasses the ability of an organization to sustainably compete and thrive in its industry while consistently delivering value to its stakeholders. While in the second section, we discussed the various aspects of organizational ambidexterity and that it can be defined as the strategic capability of an organization to balance and integrate two seemingly contradictory activities; exploration and exploitation. Exploration involves seeking out new opportunities, technologies, or markets, while exploitation focuses on refining and extending existing competencies, technologies, and products.

In the third section The study began with a literature review, based on which a preliminary framework was created. The empirical part of the study comprised questionnaires directed to employees of Al-Salam Bank Biskra-Agency in order to examine the generale hypothesis and discover the impact of organization ambidexterity in achieving strategic success.

And based on the conducted study, we reached the following results

-The study reveals that exploitation ambidexterity ranked first with a mean of 4.1520 which means the bank is able to refine and improve existing products, services or processes. In second place by not too far comes Exploration Ambidexterity with mean of 4.0882 and it tells us that the bank is able to search for and introduce new ideas, products, or services.

- The study reveals that the average score for strategic success dimensions (survival, adaption and growth) is 4.07, meaning that there is a high overall orientation towards strategic success in Al-Salam bank.

- A statistically significant positive relationship exists between organizational ambidexterity and strategic success. In simpler terms, organizations that are better at balancing exploration (creating new ideas) and exploitation (optimizing existing practices) while maintaining a flexible structure tend to achieve greater strategic success.

For this, the findings reported in this study offer several suggestions :

- Encouraging the adoption of agile methodologies across various departments to enhance responsiveness and adaptability.
- Promoting continuous learning and development programs that equip employees with the skills needed to balance exploration and exploitation activities.
- Ensure that the strategic vision of balancing exploration and exploitation is clearly communicated and understood at all organizational levels.
- Empower teams with decentralized decision-making authority to enhance their ability to respond swiftly to market changes and customer needs.
- Investing in more digital technologies that support both operational efficiency and innovation. This includes advanced data analytics, automation tools, and customer engagement platforms.
- Regularly scan the competitive landscape and market trends to identify emerging opportunities and threats, adjusting strategies accordingly.
- Ensure that the results of any research that is applied in the bank are recognised and utilised in the development of the work.

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