

The Role of Marketing Ambidexterity in Enhancing Customer Value: An Exploratory Study on the Opinions of Employees in the General Company for Electronic Systems in Salah Al-Din Governorate

Zahid Mohammed Saleh¹, Marwan Rasheed Hammoud², Ahmed Ayed Mikhlif³, Firas Farhan Jedi⁴

^{1,2,3,4} College of Administration and Economics, Tikrit University, Iraq

<p>Article history Submitted: 23 March, 2023 Revised: 31 March, 2023 Accepted: 04 April, 2023</p>	<p>Abstract The current research aims at investigating the impact of marketing ambidexterity on enhancing customer value. A simple random sample of (40) male/ female employees in the General Company for Electronic Systems in Salah Al-Din Governorate was selected in order to complete the research. Experimental measures approved in previous studies were employed in this research in order to verify its hypotheses. This was achieved through a set of statistical tools to analyze and process data and information using the statistical analysis program (SPSS v. 25), including weighted arithmetic means, standard deviations, relative significance, spearman correlation coefficient and the analysis of simple linear regression. The research revealed the company high awareness of customer value. In addition, marketing ambidexterity has a correlation with the customer value and affects it. In the light of these conclusions, a set of recommendations were formed, summarized by designing a conceptual image of the company surveyed through increasing interest in the products it provides.</p>
<p>Keywords: <i>Marketing Ambidexterity,</i> <i>Exploration of Opportunities,</i> <i>Marketing Flexibility,</i> <i>Customer Value,</i> <i>SPSS v. 25.,</i></p>	

1. Introduction

Currently, the survival of business companies, their superiority and the value they provide to their consumers in the field of direct dealing relations between them and the consumer on the one hand, and the services they provide during the exchange process on the other hand, requires definite plans beyond the process of providing products [1]. Several companies aim to achieve success, superiority and permanent survival compared to their competitors from other companies. In order to achieve this aim, the company must rely on some means and tools that contribute to achieving the desired objectives in light of the rapid changes in the business environment [2]. This means that it needs to be professional and work to explore and exploit the opportunities available to it, using a way that helps it adapt to the environment in which it operates and achieve its objectives [3]. Accordingly, the current research aims to study the relationship between marketing ambidexterity and customer value. It is organized as follows: The first section presents the methodological aspect, the second section deals with the theoretical aspect, while the third section discusses the results and hypotheses. Finally, the fourth section presents the most important conclusions and recommendations.

Through the site visit of the company and interviews with stakeholders, it is clear that there are a number of difficulties related to the application of marketing ambidexterity dimensions and its impact on customer value [4]. The problem lies in the importance of marketing ambidexterity through which companies seek to achieve their marketing and strategic objectives. In addition, the concept of marketing ambidexterity is essential, and more studies are required to detect and exploit marketing opportunities [5]. Accordingly, research problem is formed in this main question: What is the impact of marketing ambidexterity on customer value?

- 1) Identifying the theoretical basics of the research variables represented by marketing Ambidexterity and customer value.
- 2) Analyzing the correlation and influence relationships between the dimensions of marketing Ambidexterity and customer value.
- 3) Diagnosing the level of the dimensions of marketing ambidexterity in the company surveyed (exploring opportunities, exploiting opportunities, and marketing flexibility).

- 4) Identifying the level of interest in customer value through a modern scale that measures customer value in production companies.
- 5) Providing a set of recommendations that will contribute to strengthening the work of the company surveyed in providing exceptional value to customers.

This study is importance because the application of these variables (marketing ambidexterity and customer value) leads the company to meet the needs of customers. It highlights the role of marketing ambidexterity in helping the company enhance customer value. The results of the correlation and influence between the studied variables can help the employees of the company surveyed to identify the most influential and related dimensions in order to give them priority and enhance them in the future. The use of marketing Ambidexterity motivates the enhancement of customer value and the provision of high-quality services that are consistent with his needs and exceed his expectations. The application of marketing ambidexterity and customer value ensures that decision makers in the surveyed company can employ proficient workers with capabilities that enable the company to improve the level of performance and continuous communication with the customer. This leads to achieving customer value.

2. Literature Review

2.1 The Concept of Marketing Ambidexterity

Linguistically, ambidexterity means excellence, mastery and superiority. In Oxford Dictionary, it refers to the ability to work with both hands easily. In business framework, it refers to the degree of achieving compatibility and balance between competing views in order to achieve a certain goal [6]. Ambidexterity means the creativity of the workforce in their work and is often based on desire without asking someone to perform that work. Marketing ambidexterity is a term that is first used by Duncan in 1976. Its origin and intellectual foundations are due to the book of classic management by March and Simone in 1958. Ambidexterity is based on finding gradual innovations by exploiting the competencies, capabilities and techniques with the formation of modern markets and products by distributing exploratory resources and experimental innovative activities that depend on existing or new capabilities [7], [8]. As a result of the developments taking place in all fields and the sustainable search by companies for excellence and leadership in the markets, this has led to the emergence of marketing ambidexterity as one of the main variables through which marketing excellence is achieved for these companies. The basic idea behind marketing ambidexterity lies in the company's ability to pursue exploitation, exploration and marketing flexibility at the same time to maximize its effectiveness. This is attributed to its ability to achieve a balance between exploiting capabilities available, investing them and achieving marketing flexibility in order to obtain profits, and exploring new opportunities to meet future needs [9]. Table (1) shows the contributions of some researchers to the concept of marketing ambidexterity.

Table 1: The Contributions of Some Researchers to the Concept of Marketing Ambidexterity

No.	Authors	Concept
1	[10]	A mixture of activities to explore and invest unique resources, marketing capabilities and the necessary dynamism in order to build marketing performance in achieving strategic goals.
2	[11]	A strategic tendency that aims to enhance the psychological situation of the workforce, which affects the ability of companies to encourage and stimulate consumer insight towards marketing practices and procedures.
3	[12]	A set of marketing mechanisms that lead to benefiting from the available resources and capabilities to achieve breakthroughs based on the improvement of new services that are capable of causing concern to competitors in the long term and lead to the marketing stability of the company.
4	[13]	The strategy of skillful management of balance between the exploratory and exploitative marketing capabilities that the company possesses, as well as the ability to use the available scarce resources and intellectual capital to explore new opportunities and exploit them in order to survive in the external environment and build long-term relationships.
5	[14]	A strategy that helps to exploit non-traditional marketing opportunities by exploring future marketing opportunities and exploiting current opportunities in order to face competitive pressures.

Source: prepared by the researcher according to the references contained therein.

Based on the abovementioned explanation, the researcher believes that marketing ambidexterity is a unique and distinct strategy that participates in improving the company's business and detecting new opportunities and exploiting them in a way that leads to achieving competitive stability.

2.2 The Importance of Marketing Ambidexterity

Marketing ambidexterity is one of the most important topics present in the field of business administration. Most of these studies have emphasized its importance and advantages as it achieves immediate and guaranteed revenues, increases the diversity of knowledge necessary for maintaining innovation performance and exploring new processes in the long term,

in addition to enabling companies to invest capabilities to improve existing products and provide new products [15]. Its importance lies in its impact on the process of adapting to changing environmental conditions and obtaining a sustainable competitive advantage, and the extent to which these changes are largely adopted in investing available resources and exploring new opportunities in order to achieve creativity and innovation. Marketing ambidexterity is of great importance, as companies need to adapt, especially with the dynamic increase of the environment during recent years, and then seek marketing ambidexterity in order to achieve stability and flexibility [16], [17]. The importance of ambidexterity also lies in giving marketing motivations to the customer and addressing environmental challenges that affect the ability of salesmen to market products, predicting customer needs and then passing them to the values of research and development in order to meet and satisfy them. Companies that are described as having marketing ambidexterity are those that achieve an effective balance between managing present markets adequately, while exploring future markets simultaneously [18]. The importance of marketing ambidexterity is shown as follows:

- 1) Facing environmental challenges that require the company to search for effective ways to achieve success and continuity in the surrounding environment.
- 2) Being a tool for new activities and methods that help in organizational change and excellence to adapt environmental developments in light of market competition.
- 3) Helping the company develop its capabilities in shifting towards new opportunities in the short term, with the aim of proving the value that is the main condition of excellence for companies.
- 4) Enabling companies to diversify their skills in combining immediate opportunities with future visions under conditions characterized by a high degree of environmental uncertainty.
- 5) Giving more options for business organizations in order to create important results regarding the management of contradictions and tensions in the present and future dealing to achieve creativity and innovation.
- 6) Achieving long-term success for organizations through symmetry between exploring and investing opportunities, and its positive impact on the indicators of achievement (Mulla Hassan, 2021: 11).

2.3 Dimensions of Marketing Ambidexterity

Through reviewing the literature on marketing ambidexterity, it is noted that there is no agreement between researchers on determining its dimensions. In order to identify these dimensions, the model is used in this study adopted from prior literature [19], [20]. This model refers to three dimensions: exploring opportunities, exploiting opportunities, and marketing flexibility used to measure this variable. These dimensions are explained as follows:

a. Exploring Opportunities

It is a marketing pattern and strategy. It aims at following up on organizational and marketing rules and controls that help meet the challenges in order to develop the capabilities of the workforce, which is the cornerstone of the capabilities necessary to accomplish the strategic plan and search for unique resources and opportunities available in the right place and time [19]. Companies attempt to study the situations that lead to direct interaction between the company's members and customers in order to know their needs through research and development, as they help in exploring opportunities and translating these opportunities into strengths that benefit the company. Exploration also aims to improve and develop the current capabilities to new ones that exceed the existing technological capabilities [21]. Exploiting opportunities represents the company's ability to improve activities in order to generate new value in the near term through expanding existing knowledge and skills, as well as expanding markets and products [1], [4], [22].

b. Exploiting Opportunities

It is defined as the ability of the company to pay attention to improving and refining the skills, processes and marketing capabilities available, and the value results produced by those capabilities related to current markets [23]. The essence of exploitation is to improve and expand existing capabilities, technologies and models through internal learning in achieving returns that are proved to be achieved within a specific time frame. Companies with a higher level of market knowledge are likely to invest data in the gradual development of the company's capabilities of brand management and customer relationship management by exploiting marketing opportunities [14]. The exploitation of these opportunities depends largely on selection, production, efficiency and application. Therefore, the investment units are more centralized, and activities associated with innovative systems, and their exploitation is achieved through continuous change. Exploitation represents the company's ability to improve the business and generate value in the long term, by providing the needs of customers in the current markets and expanding products and distribution channels. There are some new opportunities that can be exploited by the company, namely:

- 1) Increasing market share by merging the company with other competing companies.
- 2) Exploiting opportunities greatly through diversification of products.
- 3) Marketing products in new places and arenas.

- 4) Exploiting opportunities through the possibility of significantly increasing sales.
- 5) Improving existing products [24].

c. Marketing Flexibility

Flexibility is a broad term that generally reflects the company's ability to adapt or change that enables it to take the necessary actions and measures to respond to the environment. In other words, it is the company's ability to study changes in the external environment and quickly identify resources for new paths or new procedures in response to these changes without affecting the company [25]. Marketing flexibility is one of the basic concepts that the administrative literature has focused on, as the concepts related to this term have differed as the researchers aimed to identify unexpected external risks and threats to the company. Marketing flexibility expresses the desire of senior management to respond and adapt continuously to the change that occurs in the tastes of customers. This is required for making decisions that can achieve marketing and strategic goals and complete marketing work in a way that enables salesmen to keep pace with continuous changes in the external environment to fulfill the desires of current and potential customers [26]. Marketing flexibility also helps the company maintain a competitive position in new and existing markets through communicating with customers, knowing their needs and following various marketing activities in line with market conditions[2], [27].

2.4 The Concept of Customer Value

The concept of customer value is one of the important and relatively recent concepts in the marketing literature. Through reviewing the literature on customer value, it is noticed that there are various opinions regarding this concept [28]. Nowadays, the survival and superiority of companies depends on the value they produce for customers within the framework of the direct dealing relationship between them and the customer on the one hand, and the services they provide during the exchange process on the other hand. In order to achieve this, it is necessary to identify important strategies in thinking beyond the process of providing products, and to achieve a good level of strengthening the relationship between the company and the customer and achieving satisfaction and retaining him for a long time [29]. The concept of customer value expresses two components: offers (financial and non-financial costs) and outputs (the benefits obtained by the customer). It is one of the successful business strategies in companies to reach entrepreneurship in the markets [30]. The concept of value is based on perceived benefits in light of one's self-esteem when acquiring a certain thing. Therefore, in the economists' perspective, the concept of value has met with wide philosophical controversy. In the field of exchange, the value is presented based on two aspects: the value of purchase and the value of experience [31]. Customer value is a combination of targeted benefits received by the customer including quality, price, convenience and on-time delivery, whether pre-sales and after-sales services [29]. The most important definitions of customer value are clarified in Table (2).

Table 2: The Concept of Customer Value According to Researchers' Views

No.	Authors	Concept
1	[32]	The difference between the benefits that the customer obtains from the products and the costs that he pays in order to obtain those benefits.
2	[33]	The difference between the benefits that the customer sees when offered in the market and the costs of obtaining those benefits.
3	[34]	A positive interactive output between products and consumers in order to generate benefits that turn into a competitive advantage based on consumer happiness and satisfaction.
4	[31]	The general evaluation of what the customer pays and what he gets during the purchasing decision-making process.
5	[32]	The value of the total flow of the customer's purchases that he makes through his continuous dealings with the company, or it is the sum of the values that the customer generates for the company during a long-term relationship.

Source: Prepared by the researcher according to the references contained therein.

Based on the above, the researcher defines customer value as the set of advantages that customers expect to obtain from the goods and services provided in the markets in exchange for paying their cost in order to satisfy a specific need or desire.

2.5 The Importance of Customer Value

Several studies examined the importance of customer value versus various variables, showing the importance between customer value and creating his loyalty, and between customer value and achieving satisfaction and loyalty through it as a modern role of competition [37]. The importance of customer value is shown as follows:

- 1) Designing and delivering products with characteristics and specifications consistent with customer requirements.
- 2) Placing the company in leadership positions for highly competitive markets.

- 3) Making customers look for the best companies that offer the highest value to them.
- 4) Making customers smarter and more forward-looking [38].
- 5) Helping the company retain the most valuable customers.
- 6) Enabling the company to target and attract potential customers.
- 7) Using it as a criterion for evaluating and rewarding the company's workforce.
- 8) Improving organizational capabilities [39].

2.6 Dimensions of Customer Value

Companies that are trying to gain customer loyalty must add additional value to their products according to customers' desire. Researchers have identified in previous literature the dimensions of customer value as follows:

a. Quality of Service

It represents a set of economic benefits that the producer can provide to the customer, through a number of quality standards: design, durability, efficiency, and aesthetic. It is defined as the degree to which the producer can meet and satisfy the needs of customers. It is also described as the degree or level of service for suitability of use, as it depends on the realization of the customer's needs [32]. Quality plays a set of services that contribute to the success of business organizations in a competitive environment, as it is the key to reaching markets and attracting customers [40].

b. Price

Price exists in many aspects of life. Determining the price of the product can be a challenge facing companies, as many variables affect its determination, which can be based on values that may be difficult to know without intensive research. As a result, many companies make big mistakes when pricing the services provided incorrectly [41]. The price occupies an important part for customers more than any other variable, especially when buying products, as marketing experts consider cost determination as the ground on which the price policy of business organizations is built, and that any error in the pricing process can lead the company to failure [42]. Price is defined as the monetary value determined for a benefit, whether for a service or for a commodity, when it is offered on the market [43], or as a result of marketing exchange based on which the exchange value of the product is determined [44].

c. Emotional Value

The emotional value is a type of value that focuses on external characteristics. It represents positive feelings that participate in achieving pleasure and well-being, including entertainment, pride, fulfillment, gratitude, inspiration, astonishment, hope, and joy. The value of service and emotional value together represent the emotional side of the customer's value [45]. It is defined as the extent to which the producer contributes through appropriate experiences to improving the feelings and emotions of customers [46]. Or it is a value derived from associations with important events and special events related to a particular time in an individual's life [30].

d. Social Value

In most cases, the social values prompt the customer to buy certain products, and when this happens, the main value provided by the producer is the social value [47]. It represents common standards among the majority of members of society in the true sense. These standards lead individuals to a better society, including honesty, humility and excitement, as they regulate daily life. The concept of social value has a major role in opening a completely optimistic vision for society and its activities [48].

e. Reputation

It is defined as the general estimate that shows whether society views social action organization as positive or negative [49]. The reputation and image of the company is not a new topic in marketing and management practices, as they are not new ideas and they have been emerged in the social context. Therefore, the company's marketing reputation is required to be studied systematically and logically. It is often discussed as a result of the increased need for transparency in organizational performance, and the increase in the impact of communications on the business environment [50]. Therefore, the company's reputation is a conceptual structure that depends on the vision of customers and the stakeholders of the company's position in the market relative to its competitors in the light of market and accounting indicators that may be consistent with social standards and reflect the strategic position of the company based on those indicators [51]. Reputation represents a discretionary judgment regarding the company's specifications that have accumulated over a period of time. It focuses on what it does and how to act. It has a historical dimension as it represents an estimate of consistency over time for the company's property and its ability to perform its activity repeatedly and in the same way. Reputation is the main source of excellence as it enhances the company's operations and distinguishes it from competitors [51].

2.7 Research Framework

Research framework shows the relationship and impact between its main variables and the independent variable (marketing ambidexterity), which includes three dimensions: exploring opportunities, exploiting opportunities, and marketing flexibility, and the dependent variable (customer value), which includes five dimensions: quality, price, emotional value, social value, and reputation. This framework is designed according to the hypotheses formed in order to test and analyze their results. Figure (1) illustrates this framework.

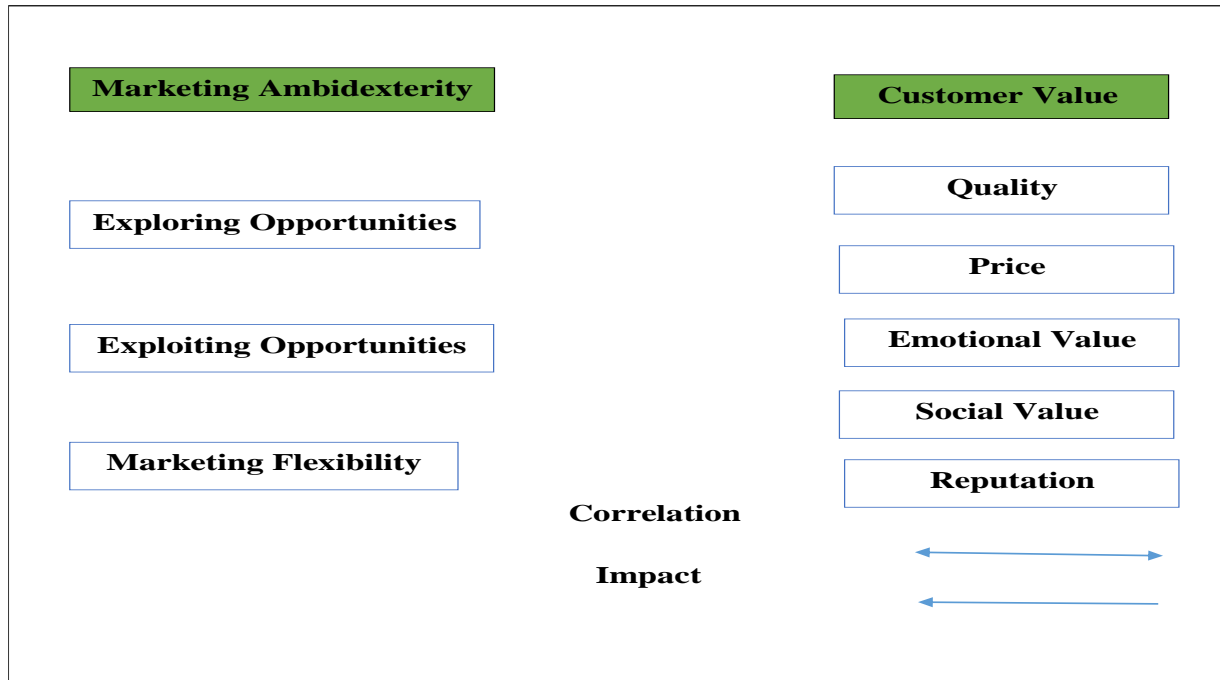


Figure 1: Research Framework

Source: Prepared by the researcher.

2.7.1 Research Hypotheses

The research is based on testing the following main and sub-hypotheses:

- A. The first main hypothesis:** There is a statistically significant correlation between marketing ambidexterity with its three dimensions and customer value with its dimensions.

The following sub-hypotheses are derived from this main hypothesis:

- The first sub-hypothesis:** There is a statistically significant correlation between the exploration of opportunities and customer value.
 - The second sub-hypothesis:** There is a statistically significant correlation between the exploitation of opportunities and customer value.
 - The third sub-hypothesis:** There is a statistically significant correlation between marketing flexibility and customer value.
- B. The second main hypothesis:** Marketing ambidexterity with its three dimensions has a statistically significant effect on customer value with its dimensions.

The following sub-hypotheses are derived from this hypothesis:

- The first sub-hypothesis:** The exploration of opportunities has a statistically significant effect on customer value.
- The second sub-hypothesis:** The exploitation of opportunities has a statistically significant effect on customer value.
- The third sub-hypothesis:** Marketing flexibility has a statistically significant effect on customer value.

3. Methodology

3.1 Research Population and Sample

The General Company for Electronic Systems as one of the formations of the Ministry of Industry and Minerals was chosen as a field of application. The researcher distributed (40) forms of questionnaire to the employees of the surveyed company, and all of them were retrieved, after the company's management accepted to cooperate with the researcher in distributing the questionnaire directly to the employees.

3.2 The Adopted Method

The researcher relied on the exploratory approach as a means of collecting the necessary data for the requirements of the research by distributing the questionnaire to the employees of the company in order to identify their opinions, analyze and interpret the data obtained and extract the results from them. Thus, the research adopts a descriptive analytical approach to analyze the research sample, and an exploratory approach represented by the questionnaire. The study is limited to variables such marketing ambidexterity and customer value. The sample is workers in the Ministry of Industry and Minerals. The settings include the General Company for Electronic Systems in Salah al-Din Governorate within the period from 1\9\2022 to 20\2\2023. The data of this study is analyzed using SPSS. Descriptive statistical means (percentages, weighted arithmetic means, standard deviations, and relative significance). Statistical means used in hypothesis testing (Spearman simple correlation coefficient and simple linear regression coefficient).

4. Findings

Table (3) shows the descriptive statistics and the general arrangement of the dimensions of marketing ambidexterity. It reflects the interest of the sample surveyed for these dimensions arranged in this sequence: exploitation of opportunities, marketing flexibility, and exploration of opportunities, respectively. As for the main variable of marketing ambidexterity, it achieved a weighted arithmetic mean of (3.30), and its standard deviation reached (0.490), indicating the agreement of respondents regarding marketing ambidexterity. The relative importance achieved was (66%); therefore, it achieved a high level of response. This indicates that the variable has gained high importance according to the opinions of the sample studied. These results indicate a general agreement among the respondents regarding the items of marketing ambidexterity in the field.

Table 3: Descriptive Statistics of Marketing Ambidexterity and its Dimensions

Dimensions	Arithmetic mean	Standard deviation	relative importance	Level of response
Exploration of opportunities	3.29	0.490	%66	High
Exploitation of opportunities	3.32	0.562	%66.4	High
Marketing flexibility	3.30	0.420	%66	High
Marketing ambidexterity	3.30	0.490	%66	High

Source: Prepared by the researcher according to the outputs of (SPSS V. 25).

4.1 Dimensions of Customer Value

Table (45) demonstrates the descriptive statistics and the general arrangement of the dimensions of the customer value. It reflects the interest of the sample surveyed for these dimensions sequenced as follows: reputation, quality of service, price, emotional value, and social value, respectively. As for the main variable of customer value, it achieved a weighted arithmetic mean of (3.56), and its standard deviation was (0.393), indicating the agreement of respondents regarding the customer value variable. The relative importance achieved recorded (71%); therefore, it achieved a high level of response. This indicates that the variable has obtained a high importance according to the opinions of the sample studied. These results indicate a general agreement among respondents regarding the items of customer value in the field.

Table 4: Descriptive Statistics of Customer Value and its Dimensions

Dimensions	Arithmetic mean	Standard deviation	relative importance	Level of response
Quality of service	3.82	0.231	%76	High
Price	3.57	0.132	%71.4	High
Emotional value	3.22	0.545	%64.4	High
Social value	3.01	0.898	%60.2	High
Reputation	4.19	0.163	%84	High
Customer value	3.56	0.393	%71	High

Source: Prepared by the researcher according to the outputs of (SPSS V. 25).

4.2 Testing Correlation Hypotheses

- a. Interpreting the results of the correlation between marketing ambidexterity and customer value at the overall level

The results in table (5) showed that the correlation coefficient between the two variables was (* 0.570), which is a direct significant correlation. This indicates that the greater the company's interest in marketing ambidexterity, the greater its ability to achieve value for the customer.

- b. Analyzing the correlation relationship between the first independent dimension of exploring opportunities and customer value

The value of the correlation coefficient reached (* 0.542), which is direct and significant at the level of significance (0.000), which is less than (0.05). This indicates the acceptance of the first sub-hypothesis derived from the first main hypothesis as shown in Table (5).

- c. Analyzing the correlation relationship between the second independent dimension of exploiting opportunities and customer value

The value of the correlation coefficient reached (* 0.598), which is direct and significant at the level of significance (0.000), which is less than (0.05). This indicates the acceptance of the second sub-hypothesis derived from the first main hypothesis as shown in Table (5).

- d. Analyzing the correlation relationship between the third independent dimension of marketing flexibility and customer value

The value of the correlation coefficient reached (* 0.571), which is direct and significant at the level of significance (0.000), which is less than (0.05). This indicates the acceptance of the third sub-hypothesis derived from the first main hypothesis as shown in Table (5).

Table 5: Correlation Matrix Between Marketing Ambidexterity and Customer Value

Independent variable		Dependent variable	
		Customer value	
Dimensions of marketing ambidexterity	Exploration of opportunities	Result of correlation	0.542*
		Level of significance	0.000
	Exploitation of opportunities	Result of correlation	0.598*
		Level of significance	0.000
	Marketing flexibility	Result of correlation	0.571*
		Level of significance	0.000
Marketing ambidexterity		Result of correlation	0.570*
		Level of significance	0.000
* Significant correlation at the level of significance (0.05)			
** Significant correlation at the level of significance (0.01)			

Source: Prepared by the researcher.

4.3 Testing the Impact Relationships Between the Research Variables

The results in Table (6) indicate a significant effect of marketing ambidexterity on customer value at the overall level of the company surveyed. The calculated F-value reached (17.88), which is greater than the tabulated value of (3.920) at the level of significance (0.05). While the coefficient of determination was (32%), demonstrating the percentage of the impact of marketing ambidexterity on customer value. Based on the above, the second main hypothesis that (marketing ambidexterity with its three dimensions has a statistically significant effect on customer value with its dimensions) is accepted.

The results in Table (6) indicate a significant effect of the first independent dimension of exploring opportunities on customer value of the company surveyed. The calculated F-value reached (15.52), which is greater than the tabulated value of (3.920) at the level of significance (0.05). While the coefficient of determination was (29%), representing the percentage of the impact of exploring opportunities on customer value. Therefore, the first sub-hypothesis derived from the second main hypothesis, which is (the exploration of opportunities has a statistically significant effect on customer value), is accepted.

The results in Table (6) indicate a significant effect of exploiting opportunities on customer value of the company surveyed. The calculated F-value (21.37), which is greater than the tabulated value of (3.920) at the level of significance (0.05). While the coefficient of determination was (36%), showing the percentage of the impact of exploiting opportunities on customer value. Accordingly, the second sub-hypothesis derived from the second main hypothesis, which is (the exploitation of opportunities has a statistically significant effect on customer value), is accepted.

The results in Table (6) indicate a significant effect of marketing flexibility on customer value of the company surveyed. The calculated F-value reached (18.71), which is greater than the tabulated value of (3.920) at the level of significance (0.05). As for the coefficient of determination, it was (33%), showing the percentage of the impact of marketing flexibility on customer value. Thus, the third sub-hypothesis derived from the second main hypothesis, which is (marketing flexibility has a statistically significant effect on customer value), is accepted.

Table 6: Statistical Test for Effect Hypotheses

Independent variable		Coefficient of determination	Calculated F-value	Sig.	Dependent variable
Dimensions of marketing ambidexterity	Exploration of opportunities	%0.29	15.52	0.000	Customer value
	Exploitation of opportunities	%0.36	21.37	0.000	
	Marketing flexibility	%0.33	18.71	0.000	
Marketing ambidexterity	%0.32	17.88	0.000		

Source: Prepared by the researcher.

5. Conclusions and Recommendations

5.1 Conclusions

The most important results reached are the following. There is a statistically significant correlation between marketing ambidexterity and customer value in the surveyed company. There is a significant effect of marketing ambidexterity on enhancing customer value in the company surveyed. The company surveyed pays a great attention to customer value more than marketing ambidexterity. The company surveyed pays a great attention to the dimension of exploiting opportunities, followed by marketing flexibility, and finally exploring opportunities. This shows that the company does not pay much attention to exploring opportunities. The dimension of reputation is ranked the first among the other dimensions of customer value. This means that the company surveyed is working hard to take all measures that enhance its reputation and image towards customers. Marketing ambidexterity is a modern method that improves the behavior of human resources and officials in the company and increases their attraction to their jobs. Generally, it represents the extent of control and effectiveness of smart companies in their development process in order to obtain an advanced position in the market. It became clear that there is a customer value for the customer, and there is a customer value for the company. This result supports the importance of the customer as a firm base for the promotion of commercial and service activities.

5.2 Recommendations

In the light of the presented conclusions reached, the researcher presents a set of recommendations to the management of the company surveyed in order to benefit from them, including the following. The interest of the company has to be maximized in enhancing the mechanisms of practicing marketing ambidexterity by following up and adapting to the external environment, in order to achieve marketing stability and continue as long as possible in external competition. The dimensions of exploring new opportunities and exploiting them should be enhanced in order to be proficient in marketing, and in order to prepare and adapt to the markets through the company's endeavor to make the exploration of new opportunities a priority. The company must pay more attention to marketing flexibility as a result of the rapid changes in the regulatory environment, which requires adapting to these developments and changes, keeping pace with them and responding to them. The workforce in the researched company should be encouraged to develop their practical and scientific skills within the framework of proper dealing with the customer. This is reflected in enhancing the value of the customer by introducing them into continuous training courses. The company surveyed should give greater importance to the dimension of customer value through cooperation and coordination between the marketing management and other departments, for continuous improvement in the environmental field. The surveyed company should work to meet the needs and desires of customers in innovative and modern ways and through new entrepreneurial ideas of value to the customer.

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Questionnaire of the Study

1. General Information

Below is a set of items, please tick (✓) for the appropriate box that corresponds to your answer.

1	Gender	
	Male	
	Female	

2	Age group	
	Younger than 25	
	25- younger than 30	
	30- younger than 35	
	35-younger than 40	
	40 and more	

3	Academic Qualification	
	Diploma	
	Bachelor	
	Higher Diploma	
	Master	
	Doctorate	

4	Job title	
	Technical	
	Administrative	

5	Number of training courses	
	0	
	1-2	
	3-6	
	7- and more	

6	Years of service	
	5 and less	
	6- less than 10	
	10- less than 15	
	15- less than 20	
	20- and more	

2. Independent Variable: Marketing Ambidexterity

It is a combination of exploration and exploitation activities, marketing capabilities and dynamics necessary for building marketing performance to achieve strategic goals.

a. Opportunity Exploration

It is a marketing process aimed at reconsidering the marketing activities and practices combined under the activity of exploring external opportunities to maximize marketing interest in them and the ability to adopt marketing methods capable of addressing the risks of entering new markets.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The company works to respond to the rapid and continuous changes in the markets to achieve marketing stability.					
2	The company adopts various marketing techniques and methods that greatly help in attracting new customers continuously.					
3	The company focuses on developing its capabilities in a way that exceeds the ability of competitors.					
4	The company adopts a mechanism to develop and improve its products presented to new regions to stay longer in those markets.					
5	The company is keen to explore and exploit marketing opportunities.					

6	The company relies on specific mechanisms and plans to meet the increased demand for its products with well-studied plans.					
7	The company can respond to all changes in the markets.					

b. Opportunities Exploitation

It is a strategy that represents the basic basis for the success of the strategic direction of companies, enhancing the necessary motivations for achieving growth, increasing sales, improving marketing capabilities and reducing the impact of marketing alternatives on the overall performance of the company.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8	The company works to improve the activities and services provided to customers to create value for the company and customers together.					
9	The company is interested in monitoring customers' reactions to invest them in developing its products.					
10	The company focuses on improving the current activities and investing them to attract new customers and increase its market share.					
11	The company is interested in marketing research to know the preferences of current and prospective customers.					
12	The company is interested in continuously diversifying its products distribution channels to meet customer demands.					
13	The company adjusts to constantly adapt and develop its products offered to customers in order to stay in the competitive market.					
14	The company seeks to provide the necessary products to cover the demand of the target markets at the targeted time and place.					

c. Marketing Flexibility

It refers to the company's ability to respond and adapt quickly to changes in the marketing environment for reducing external influences and making marketing decisions to compare between the options available in order to achieve the goals.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15	The company responds to its marketing vision and makes it clear when changing the number of markets in which it operates.					
16	The company is trying to increase the market share in different markets					
17	The company works quickly on meeting the needs of customers in terms of quantity and quality.					
18	The company presents new offers for its products from time to time.					

3. Dependent Variable: Customer Value

It is the perceived value of a set of advantages received by the customer for the total cost of the offer presented to him, taking into account the competitive offers and prices available. Its dimensions are:

a. Quality

It represents the degree of satisfaction that service can achieve for customers by satisfying and meeting their needs and desires.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
19	The company enjoys high quality in its products.					
20	The company is trustworthy for employees and customers.					
21	The worker relies on the products provided by the company.					
22	The company is keen to maintain the level of quality of service provided.					

b. Price

It is the amount paid for the service provided to the customer.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
23	The company's management is interested in providing the best prices to customers.					
24	There are facilities in the process of paying prices by customers.					
25	The company's products are good for the wages paid.					
26	The company gives discounts in product prices.					

c. Emotional Value

It is the ability of the service provided to evoke and sustain feelings or emotional states such as comfort, safety or emotion.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
27	The company makes me feel happy working with it.					
28	I feel nostalgic for company on holidays.					
29	I have feelings of love towards the company.					
30	I have good relationships with my colleagues in the company.					

d. Social Value

It represents the benefits derived from social interactions and thus improve the self-image among other individuals.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
31	My affiliation with the company makes a good impression on others.					
32	Others appreciate the company's products.					
33	I feel the respect of others being a worker in this company.					
34	My presence in the company as a worker gives me social acceptance with others.					

e. Reputation

It is the general appreciation provided to the company by the concerned authorities, whether internal or external, that evaluate the company through its actions in the past as well as its behavior in the present.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
35	This company is highly respected by others.					
36	This company has a distinguished position.					
37	This company has a good reputation.					
38	The name of the company is at the top of companies in terms of acceptance by the community.					