

# The Role of Organizational Ambidexterity Precedence in Marketing Intellectual Outputs

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<p>Article history Submitted: 20 October, 2024 Revised: 29 October 2024 Accepted: 01 November 2024</p>	<p><b>Abstract</b> The research aims to know the role of organizational ambidexterity precedence in marketing intellectual outputs. Tikrit University was chosen as a field of study. The sample was represented by faculty members at Tikrit University and the research community consisted of (3064) individuals. The sample taken for analysis was (389). The questionnaire was used as a main tool for the study. The descriptive analytical approach was used to achieve the study objectives and reach a solution to its problem. The data and hypotheses adopted in the research were analyzed through the use of appropriate statistical methods by using the statistical analysis programs SPSS Version23 and PLS4, SMART. The research reached several results, the most important of which are: the existence of a correlation relationship and a significant effect of organizational ambidexterity precedence in marketing intellectual outputs. As for the importance of the recommendations, the university should invest more in organizational ambidexterity precedence and enhance them because of their importance in the success of the process of marketing its intellectual outputs.</p>
<p><b>Keywords:</b> <i>Organizational ambidexterity precedence, Marketing intellectual outputs, University of Tikrit</i></p>	

## 1. Introduction

In light of the knowledge-based economy and the global trend towards this economy, where organizations (universities) have realized that knowledge is the most important and valuable intangible intellectual asset in achieving a competitive advantage [1]. With the increase in environmental complexities and the speed of technical and information development in the current era, where educational institutions (universities) have been subjected to the same market conditions, the profound changes in competition have made universities think today like business organizations [2]. Educational markets have become global, and therefore they must control themselves and develop their strategies to respond quickly to changes in technology and the increasing demands of stakeholders [3]. Thus it requires universities to have the ingenuity to confront all these changes and challenges they face to survive and maintain their position and value in the higher education market by adopting precedence that enable them to achieve their goal, as innovation begins with an idea, then the idea turns into a product or service and its application until the successful marketing process of this product or service [4]. This requires universities to use both hands to achieve their goal in social development and economic contribution through their third mission [5].

The success of the process of marketing intellectual outputs depends on the university leadership and its support to encourage faculty members to market their intellectual products, especially in the competitive academic environment. This can be achieved through the trilogy of organizational ambidexterity precedence, two of which emphasize the internal environment represented by (the social intelligence of the leader and the participation of the faculty), which in turn creates a suitable climate that contributes to the creation of new knowledge and innovation that represents the essence of the process of marketing the intellectual outputs of universities, in addition to the third priority that represents the external orientation represented by (responding to environmental changes), according to which universities develop their knowledge and innovations based on the requirements of their external environment in order to meet the requirements of the market or the beneficiaries to whom they market their scientific products. As long as the products that universities offer and market are represented by knowledge products in all their forms, the success of universities in marketing products is based on providing new knowledge products that are far from imitation. This in turn requires universities to create a climate and communities within them that depend primarily on mutual interaction and continuous communication to create new knowledge.

Hence, it can be said that if the trend of the world's leading universities is towards enhancing the activities of marketing their intellectual outputs in order to compete and survive, by adopting internal and external activities, then it is more

appropriate for our universities, which suffer a lot, to adopt this trend in order to enhance their scientific activities and infrastructure, which require a lot of financial spending that they lack today in light of the reduction of government spending and the ministerial trend towards transforming universities into productive universities. Hence, the main question of the research problem is raised: How do the organizational ambidexterity precedence affect the marketing of intellectual outputs in the university under study? Based on these objectives, the following questions can be derived **1)** To what extent are organizational ambidexterity precedence available at Tikrit University? , **2)** To what extent is intellectual output marketing available at Tikrit University? **3)** What is the role of organizational ambidexterity precedence in marketing intellectual outputs at the university under investigation?

The importance of the research: The importance of the research is highlighted in addressing an important and vital topic that maximizes the ability of organizations to adopt important precedence to market their intellectual outputs by generating and sharing knowledge in effective ways in the organization and marketing it to the beneficiary parties represented by society, industrial organizations and other related parties with which they form knowledge partnerships in order to contribute to solving societal problems and contributing to economic and social development. Its importance also lies in choosing universities as a field of study because they are the essence of creating smart and innovative products and the main driver of scientific and technological progress as well as economic progress. The research objectives of this study include 1) Identifying the contribution of organizational ambidexterity precedence to marketing intellectual outputs, 2) Clarifying the extent of availability of study variables in the researched university, 3) Identifying the nature of the relationship between organizational ambidexterity precedence and marketing intellectual outputs in the researched university. According to what was mentioned above, the objectives of the current research can be achieved through the structure of the research and what was covered, as the research consists of four sections. The first section includes the methodological framework of the research, while the second section includes the theoretical framework of the research represented by: organizational ambidexterity precedence and marketing of intellectual outputs, while the third section includes the practical framework of the research, while the fourth section includes the conclusions.

## **2. Literature review and Conceptual Model**

### **2.1 The precedence of organizational ambidexterity**

The concept of organizational ambidexterity explained that ambidexterity is a company's ability to engage in existing markets, which requires operational efficiency as well as practicing radical innovation in emerging markets through the development of new products and services. Organizational dexterity (OA) is defined as the organization's ability to pursue exploitative (i.e. known, expected, and limited) and exploratory (i.e. less known, uncertain, innovative, and new) innovations [6]. [2] defined organizational dexterity as the organization's ability to maximize its knowledge, skills, and resources and to be adept at discovering new development areas and ideas, so that organizational dexterity reflects the extent to which the organization explores knowledge to discover new opportunities while using knowledge to improve efficiency [7]. The importance of organizational ambidexterity, [5] believes that the importance of ambidexterity lies in the fact that it helps organizations that develop exploration strategies to acquire new resources and capabilities that allow them to predict market developments and thus outperform potential competitors. Exploitation strategies enable organizations to transform knowledge into new products, allowing them to use previously successful solutions, so the reliability of previous knowledge can improve operational efficiency and ensure the development of new products and successful entry into new markets. This strategy helps organizations absorb ideas to create new products and services by codifying knowledge and its routine, so it involves reorganizing resources and utilizing them through incentives to advance competitors in launching new products [8]–[10].

There are precedence in the activities and actions adopted by organizations that require consideration and prioritization by those organizations. Organizational ambidexterity includes three important precedence for organizations that seek to achieve ambidexterity by exploring opportunities and exploiting them skillfully, and this requires that the organization have precedence. In order for the organization to achieve its goals of simultaneously seeking exploration and exploitation at the same time to become proficient in its field, the researcher adopted the precedence of ingenuity instead of the implications of prowess (exploration and exploitation) because these precedence are what contribute to reaching organizational prowess. The precedence's are the dimensions that directly affect the organization's strategy. And its full performance, which are the factors that achieve the organization's distinction and superiority over competitors in the long term [1], [11], which he identified in three precedence's.

Social intelligence is an important skill for leaders, and its roots go back to the early concepts developed by Stein & Thorndike (1937). Leader social intelligence (LSI) is defined as the ability to interpret the feelings of others and deal with different social situations skillfully, and therefore social intelligence is essential for success. In social interactions [12]. Employee engagement has become an important topic for organizations, as it leads to many positive outcomes at the individual and organizational levels. Engaged employees can help the organization achieve high profits and be a source of competitive advantage. Organizations have witnessed tremendous changes in the labor market in recent years, such as increased competition and innovation, which creates new opportunities in the workplace and also the emergence of new occupational risks. Given these rapid changes, engagement has become a major topic to address the balance between maximizing profits and employee well-being. Employee engagement is defined as a state of mind related to work that is characterized by vitality, dedication, and absorption and is positive and satisfying [13], [14].

The performance of each organization is determined by internal and external environmental factors. The organization, as an open system, interacts with the external environment and changes in the external environment have a significant impact on organizations. The success of the organization depends on how its internal environment adapts to changes in the external environment. In turn, the development of the organization leads to certain changes in the external environment. This interaction between internal and external environmental factors indicates the dynamics of organizational relations and their complexity. In order to perform effectively, organizations must take into account the impact of all environmental factors on their activities [15], [16].

## **2.2 Marketing of intellectual outputs**

The concept and importance of marketing intellectual outputs: Marketing is one of the basic steps in the process of economic and social development of societies, which turns research and inventions into marketable products. Today, universities play an important role in the economic development of societies. Marketing intellectual outputs (knowledge) is the third mission of universities. This idea states that universities have a social and economic role and a public responsibility that they carry out, especially at the local level and with local stakeholders [17], [18]. Marketing intellectual outputs is defined as a process that aims to transform scientific results from creators to users [19]. [20] indicated that it is the production of a new product, service or process in order to meet new demand, and this requires continuous efforts to transform the idea into new products or services and market them optimally. It is important to note that every academic thought that is within the knowledge value chain can become an integral part of marketing performance [21]. Marketing the intellectual outputs of universities achieves multiple social, technical and economic benefits, including [22].

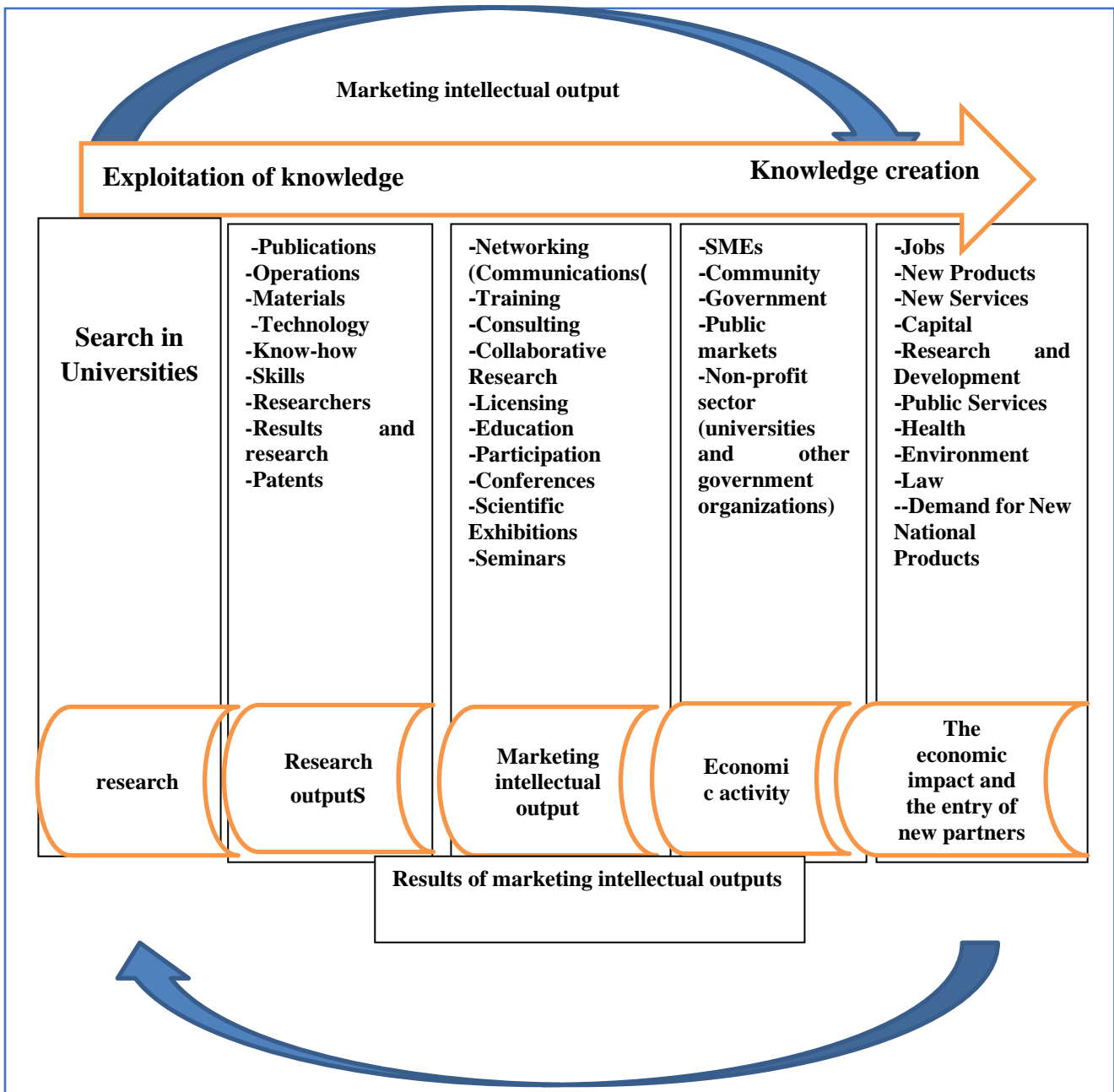
Enhancing the ability to implement priority research projects that are appropriate to the needs of society. Raising the university's ranking in international rankings. Increase in the percentage of publishing scientific research in peer-reviewed journals. Increase in the number of local patents. Increase in research contracts with various community organizations. Building real partnerships based on achieving creativity and innovation. Dimensions of marketing intellectual outputs: There are many models presented by researchers to determine the implications of marketing intellectual outputs and determine their dimensions. Model is considered one of the best models closest to the current study. The researcher adopted this model as it is closest to the field under study. The following is a review of the dimensions of marketing intellectual outputs according to model [23].

Training is one of the common activities in organizations because every organization wants to improve the ability of employees to perform their jobs correctly and accurately through appropriate training [24]. Academic participation is positively affected by the characteristics of researchers, such as their previous experience in marketing, work outside academia, the specific scientific field in which they work, and their academic qualifications and experience. Academic productivity in terms of scientific publications is closely linked to academic participation and marketing, and the most productive researchers are those who work in institutional and marketing activities [25].

In terms of scientific exhibitions, there is no doubt that holding scientific and professional exhibitions contributes to marketing the intellectual outputs of universities and introducing the industrial public to the opportunities inherent in exploiting intellectual output. It also contributes to drawing the attention of inventors and innovators to the problems and difficulties suffered by industrialists with the aim of finding innovative solutions for them, as exhibitions give inventors and innovators the opportunity to display their intellectual output to the public and create opportunities for them to market these outputs (Al-Nour, 2020: 48).

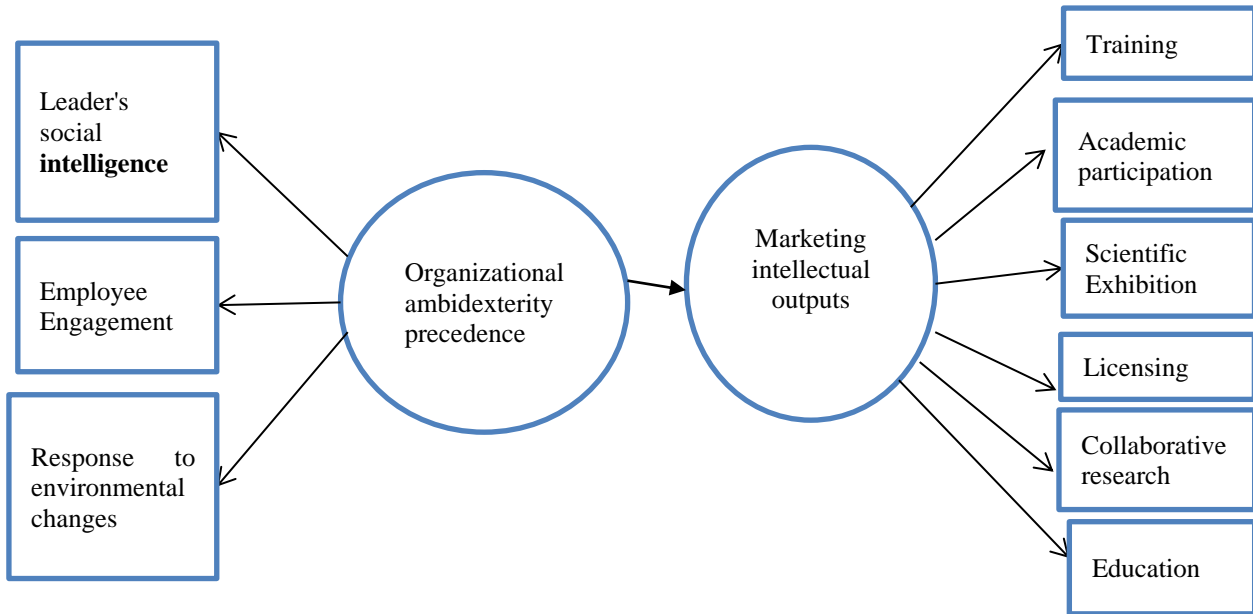
In terms of licensing, universities can monetize their patented inventions through two main channels: licensing and sales. Licensing strategies feature different payment plans that can vary greatly depending on the characteristics of the invention and the parties involved in the agreement. Licensing contracts can include fixed-fee contributions, revenue-share royalties, or a combination of both approaches, with more complex plans involving a transition from fixed payments to variable payments if the licensed technology is commercially successful and reaches a specified value [26].

Research (scientific) collaboration is defined as a form of interaction between knowledge producers that allows for effective communication and exchange; exchange of skills, capabilities and resources; working together and generating and reporting results [27]. Employee education is an important factor in their personal development and adding knowledge that helps them work better. Employees who have received the appropriate education for their positions and are skilled in performing their daily work will find it easier to achieve the performance expected of them [1].



**Figure 1: Intellectual Output Marketing Cycle**

Schofield, T. (2013). Critical success factors for knowledge transfer collaborations between university and industry. *Journal of Research Administration* P 41.



**Figure 2: Conceptual Framework**

The hypothetical research plan and derivation of hypotheses:

Based on the above hypothetical diagram, the following hypotheses can be derived:

1. The first main hypothesis (H1): Organizational ambidexterity precedence is available in the researched university .
2. The second main hypothesis (H2): Marketing of intellectual outputs is available in the university under study .
3. The third main hypothesis (H3): There is a significant correlation between Organizational ambidexterity precedence and marketing of intellectual outputs .
4. The fourth main hypothesis (H4): There is a significant effect of the Organizational ambidexterity precedence in marketing intellectual outputs .
5. The first sub-hypothesis (H4-1): There is a significant effect of the dimensions of the Organizational ambidexterity precedence in marketing intellectual outputs.

### 3. Findings

#### 3.1 Testing availability hypotheses

**A. Confirmatory factor analysis:** The researchers conducted the confirmatory factor analysis according to the (PLS4, SMART) program. After conducting the analysis, the researchers found the results. **The factor structure of precedence of organizational ambidexterity**

Table (1) Confirmatory factor analysis of the precedence of organizational ambidexterity.

Paragraphs	XX1	XX2	XX3	CR	AVE
X1	0.686			0.826	0.580
X2	0.781				
X3	0.816				
X4	0.813				
X5	0.701				
XX1	0.761	0.781	0.678	0.878	0.668
X6		0.822			
X7		0.860			

X8		0.824			
X9		0.828			
X10		0.747			
XX2	0.781	0.817	0.768		
X11			0.819	0.890	0.694
X12			0.845		
X13			0.818		
X14			0.857		
X15			0.824		
XX3	0.678	0.768	0.833		

The following table shows:

All paragraphs obtained factor saturations that exceeded the acceptable limits (0.70) except paragraph X1)) within the dimension of social intelligence of the leader, but it does not require deletion because it did not affect the overall stability, and therefore all of them represented the dimension for which they were built according to the perceptions of the sample being studied. The stability of the structure and the average of the extracted variance were characterized by accuracy and all of them exceeded the acceptable limits (0.70) for the stability of the structure and (0.50) for the average of the extracted variance. The correlation between the variables according to the (Fornell-Larcker criterion) was characterized by accuracy, as the correlation of each dimension with itself was higher than the correlations for the other values. Therefore, the first main hypothesis (H1) is accepted: organizational ambidexterity precedence is available in the researched university.

Table (2) Confirmatory factor analysis of the dimensions of marketing intellectual outputs.

	yy1	yy2	yy3	yy4	yy5	yy6	CR	AVE
y1	0.831						0.904	0.722
y2	0.857							
y3	0.873							
y4	0.863							
y5	0.821							
yy1	0.849	0.846	0.770	0.715	0.755	0.781	0.925	0.769
y6		0.840						
y7		0.891						
y8		0.898						
y9		0.893						
y10		0.860					0.922	0.760
yy2	0.846	0.877	0.815	0.760	0.781	0.798		
y11			0.815					
y12			0.889					
y13			0.903					
y14			0.893				0.920	0.755
y15			0.855					
yy3	0.770	0.815	0.872	0.796	0.750	0.734		
y16				0.836				
y17				0.859				
y18				0.875				
y19				0.887				
20y				0.885				

yy4	0.715	0.760	0.796	0.869	0.757	0.713		
y21					0.852		0.915	0.743
y22					0.897			
y23					0.840			
y24					0.857			
y25					0.863			
yy5	0.775	0.781	0.750	0.757	0.862	0.802	0.909	0.733
y26						0.847		
y27						0.876		
y28						0.876		
y29						0.867		
y30						0.813		
yy6	0.781	0.798	0.734	0.731	0.802	0.856		

Source: Prepared by the researchers based on the results of the (PLS4, SMART) program.

It is clear from Table (2) the following: The confirmatory factor model for the dimensions of marketing intellectual outputs achieved all the criteria of convergent validity (construct stability, average extracted variance) as well as discriminant validity (external loadings (saturation), Fornell-Larcker criterion), and thus the model was characterized by accuracy and quality of matching. Therefore, the second hypothesis (H2) is accepted: Marketing of intellectual outputs is available in the university under study.

In testing the correlation hypotheses, the researcher relied on the Pearson correlation coefficient, which is one of the most important types of correlations to measure the association between variables. The third main hypothesis (H3): There is a significant correlation between the precedence of organizational ambidexterity and the marketing of intellectual outputs.

Table (3) Correlation matrix (precedence of organizational ambidexterity and marketing of intellectual outputs)

Variables	precedence of organizational ambidexterity	marketing of intellectual outputs
precedence of organizational ambidexterity	1	0.766 0.000 389
marketing of intellectual outputs	0.766 0.000 389	1

The results show that there is a strong correlation between precedence of organizational ambidexterity and the marketing of intellectual outputs. Therefore, the third main hypothesis (H3) is accepted: There is a significant correlation between (precedence of organizational ambidexterity and the marketing of intellectual outputs).

### 3.2 Testing impact hypotheses

Testing the fourth main hypothesis (H4) which states (there is a significant effect of the precedence of organizational ambidexterity prowess in marketing intellectual outputs at the university under investigation). To test this hypothesis, the two researchers performed a simple regression analysis to demonstrate the effect of the precedence of organizational ambidexterity in marketing intellectual outputs. The following table shows this effect.

Table (4): Results of the impact of the precedence of organizational ambidexterity in marketing intellectual outputs.

Coefficients				ANOVE		Model Summary			
Sig	T	B		Sig	F	Adjusted R Square	R2	R	Model
0.006	2.773	0.413	Constant)(	0.000	551.061	0.586	0.587	0.766	1
0.000	23.475	0.883	Xxxx						

The table shows that the value of the coefficient (R2) explains a percentage of (0.587) of the changes that occurred in the dependent variable (marketing of intellectual outputs) at Tikrit University, which is mainly due to the independent variable (precedence of organizational ambidexterity), while the rest of the changes are due to other factors not included in the model. It is clear that the value of F equals (551.061) at a significance level of (0.000), which indicates that the model is valid for analysis. By observing the slope coefficient (B), we find that (marketing of intellectual outputs) is present at Tikrit University at a percentage of (0.413), and with the availability of precedence of organizational ambidexterity by one unit, the marketing of intellectual outputs will increase by a percentage of (0.883). What confirms this moral effect is the value of T) which equals 23.475) which is greater than the tabular value (1.984) and is considered significant at a significance level of (0.000) Sig. This result is consistent with the propositions of (30:2021, Katou et al) that precedence of organizational ambidexterity have a positive impact on the exploitation and exploration of knowledge, and thus these priorities contribute to the success of organizations' marketing operations. It is also consistent with (55:2021, Van lieshout et al) who indicated that enhance the organization's precedence of organizational ambidexterity ability to conduct exploratory research and development and integrate new technologies, and exploit this new knowledge by reorganizing its efforts to integrate external knowledge and innovations with internal knowledge and innovations, and these innovations are what enhance its ability to adapt to environmental changes and the requirements of its environment. Thus, the regression equation becomes:

$$X = 0.413 + 0.883Y$$

Therefore, hypothesis (4H) is accepted: There is a significant effect of the precedence of organizational ambidexterity in marketing intellectual outputs in the university under investigation. To determine the effect of each dimension of organizational ambidexterity in marketing intellectual outputs, the researchers resorted to multiple regression analysis.

Table (5) Results of the effect of the dimensions of organizational ambidexterity precedence in marketing intellectual outputs.

Coefficients				ANOVE		Model Summary			
Sig	T	B		Sig	F	Adjusted R Square	R2	R	Model
0.002	3.196	0.480	Constant)(	0.000	191.476	0.596	0.599	0.774	1
0.000	8.293	0.428	XX3						
0.000	4.747	0.291	XX2						
0.013	2.489	0.147	XX1						

The table shows that all precedence of organizational ambidexterity affect the marketing of intellectual outputs, and the value of the adjusted determination coefficient (0.596) means that the precedence explain (0.596) of the changes in the marketing of intellectual outputs due originally to the precedence of organizational ambidexterity that include (the leader's social intelligence, employee participation, response to environmental changes), and the value of (F = 191.476) with a significance level of Sig = 0.000 This means that the regression model is significant and valid for analysis, and by observing the value of the regression coefficients (β) we can know which dimensions added a significant explanation and influence in the marketing of intellectual outputs, as it was shown that all dimensions have a significant influence and are statistically significant in the marketing of intellectual outputs, and that the dimension of responding to environmental changes was the most influential by observing the regression coefficient at a rate of (0.428), which means that if the response to environmental changes increases by one unit, the marketing of intellectual outputs increases by a rate of (0.428), and what confirms this is the value of T was At a rate of (8.293), which is greater than its tabular value (1.984), and after employee participation it was (4.747), while after the leader's social intelligence it was (2.489), which is considered significant according to the level of significance, which has a value of Sig=0.000 .

Thus, the regression equation becomes as follows:

$$xx1 + 0.147 xx2 + 0.291 xx3 = 0.480 + 0.428 y$$

Therefore, we accept the sub-hypothesis (H4-1), which states: "There is a significant effect of the dimensions of precedence of organizational ambidexterity in marketing intellectual outputs."

#### 4 Recommendations

The university under study should adopt flexible organizational structures that facilitate communication and coordination between academic and administrative teams, which enhances cooperation and accelerates the innovation process. Encouraging a culture of innovation by creating an environment that encourages individual and collective initiatives through organizing workshops, research competitions, and incentive programs that support innovation. Strengthening partnerships with industry, enabling the university to benefit from modern resources and technologies in developing and



marketing its intellectual outputs. Directing its research towards market needs in order to meet the requirements of beneficiaries, which enhances the opportunities for marketing its intellectual output. Develop electronic platforms or periodic exhibitions to display intellectual output, which facilitates access to the public and potential investors.

## 5 Conclusions

The results of the confirmatory factor analysis show that organizational ambidexterity, through its precedence, contributes to creating a cognitive environment that enhances positive interaction, which leads to improved overall performance and effective response to changes. The results of confirmatory factor analysis showed that marketing intellectual outputs, through the integration of its dimensions, contributes to enhancing the ability of universities to market their intellectual outputs, which enhances their impact on society and achieves economic and social benefits. It was found that there is a positive moral correlation between the precedence of organizational ambidexterity and the marketing of intellectual outputs at the investigated university. This indicates the validity of the model and relationships, which means that the precedence of organizational ambidexterity enhances the university's ability and its role in the knowledge economy.

It was found that there is a positive and strong impact of the organizational ambidexterity, through its precedence in marketing intellectual outputs. This means that enhancing these priorities is pivotal in improving the university's performance in marketing its intellectual outputs, which contributes to enhancing its academic and research position in society. It was found that there is a positive and significant impact of the social intelligence dimension of the leader in marketing intellectual outputs. This means that socially intelligent leaders have the ability to create a positive work environment that enhances cooperation between faculty members. This leads to the development of new ideas and stimulates innovation, which enhances participation in research projects and contributes to the production of distinctive intellectual outputs, in addition to strengthening external relations by building strong relationships with industrial partners and academic communities, which contributes to better marketing of intellectual outputs.

It was found that there is a positive and significant impact of the employee participation dimension in marketing intellectual outputs. This means that employee participation enhances interaction between individuals, which facilitates the exchange of knowledge and ideas and helps achieve marketing goals more efficiently by involving employees in decision-making, which enhances the shared vision of the goals and thus contributes to directing efforts towards marketing intellectual output effectively, which helps the university respond to changing needs better and thus enhances its academic reputation. It was found that the dimension of responding to environmental changes was the most influential among the dimensions in marketing intellectual outputs. This means that universities that respond effectively to changes are able to modify their research and marketing strategies, which contributes to improving their chances of success and enhances their academic reputation as an innovative entity linked to developments in the academic market. This enables them to develop innovative intellectual outputs that meet these needs.

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