

أثر البراعة الإستراتيجية على المنظمة الذكية في مجموعة الاتصالات الأردنية (أورانج)
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الملخص

تهدف هذه الدراسة إلى التعرف إلى مفهوم البراعة الإستراتيجية وتأثيرها في المنظمة الذكية في مجموعة الاتصالات الأردنية (أورانج)، يتكون مجتمع الدراسة من جميع أعضاء الإدارة الإشرافية والتوجيهية في مجموعة الاتصالات الأردنية (أورانج) والتي تضم (737) عضواً، تم استخدام الاستبانة كأداة لجمع البيانات الأولية، وبلغت العينة (250) فرداً وهي تمثل مجتمع الدراسة المكون من (737) فرداً، ولضمان تمثيل مجتمع الدراسة، فقد تم توزيع (300) استبانة بواسطة البريد الإلكتروني، تم استرجاع (292) استبانة، وقد تم استخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS). وقد أظهرت نتائج الدراسة أن التحليل الوصفي للمتغير المستقل للدراسة أي المنظمة الذكية بأبعادها تظهر أهمية نسبية عالية؛ كما وأظهرت نتائج الدراسة أنه يوجد أثر ذو دلالة إحصائية عند مستوى معنوية ($\alpha \leq 0.05$) للبراعة الإستراتيجية في المنظمة الذكية في مجموعة الاتصالات الأردنية (أورانج) في الأردن أخيراً، وفي ضوء نتائج الدراسة، يقدم الباحث التوصيات التالية: تنصح المجموعة بتوفير متخصصين محترفين يقومون بإجراء التقييم والتحليل المناسبين للزمين لتأثيرات حالات عدم التأكد على أعمال الشركة؛ قد تنشئ ITG وحدة تنظيمية متخصصة في مراجعة مخرجات المشاريع لأخذ الدروس المفيدة من المشاريع المنجزة لخطط مستقبلية مماثلة واكتساب الفرص الممكنة.

الكلمات الدالة: البراعة الإستراتيجية، المنظمة الذكية، مجموعة الاتصالات الأردنية (أورانج).

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The Impact of Strategic Ambidexterity on Smart Organization in Jordan Telecom Group (Orange)

Abstract

The study aims at identifying the concept of Strategic Ambidexterity "SAM" and its impact on the Smart Organization "SO" in Jordan Telecom Group (Orange) "JTG".

The study population comprises all the members of the supervisory and directive management in JTG, which includes (737) members. The questionnaire was used as a tool for all primary data. The sample representing the population of (737) members is (250) members and in order to ensure population representation, (300) questionnaires were distributed by e-mail. Number of (292) questionnaires were retrieved. The Statistical Package of Social Sciences (SPSS) was used. The results of the study showed that the descriptive analysis for the Dependent Variable of the study, i.e., the Smart Organization and its dimensions show high relative importance; and the results also showed that there is a significant impact of Strategic Ambidexterity on Smart Organization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan. Finally, and based on the results of the study, the researcher provides the following recommendations: JTG is recommended to provide professionals and specialists who conduct the needed proper assessment and analysis of the uncertainties' effects on the company's business; JTG might establish an organizational unit that is specialized in the projects' outputs revision so as to take the beneficial lessons of the performed projects for future similar plans and to gain the possible opportunities.

Keywords: Strategic Ambidexterity, Smart Organization, Jordan Telecom Group (orange).

1. Introduction

The current era (the era of the third millennium) may be the era that will witness an unprecedented momentum of rapid developments and changes, and there is no doubt that any business organization, irrespective of its field of work, is certainly exposed to these developments and changes. In light of the tremendous technological progress, and massive revolution in telecommunications, and information technology, business organizations strive hard in exerting their best efforts to cope with the corresponding changes and to follow up on the latest developments. Soni et al. (2018) explains that today, robots are present in the workplace; cars are without drivers and electronic watches monitor the health of patients while artificial intelligence competes in chess matches and triumphs against even the most skilled players in the world. Thus, significant transformations related to the ways of performing the daily activities within the organization are occurring very quickly. Al-Najjar (2015) states that there are multiple factors that cast a shadow over business organizations and force them to keep pace with the change in everything around them. Technology is accelerating remarkably; the surrounding environment is witnessing fierce competition, and the age in which products were characterized by long life cycles is over. All of this has made business organizations experience situations of conflict between preserving their traditional methods and moving forward towards implementing new constructive ideas that simulate change. Al-Ukosh (2020) considers that organizations are originally smart entities because they are run by the minds that operate all the resources of the organization and; therefore, the organization that fails to extrapolate its environment and to sense changes in its external environment and that lacks the ability to adapt to these changes is expected to make many serious mistakes, thus it is prone to collapse and to backwardness. The SO aims at attaining a balance between what exists in terms of processes, resources and competencies, and what it seizes in terms of opportunities in the surrounding environment. This is called Strategic Ambidexterity "SAM", which is represented in exploiting the existing resources and potentials, exploring new opportunities and creating a state of balance between the two.

Accordingly, this study seeks to consider the impact of the SAM on SO in JTG taking into account that JTG is witnessing a frenzied competition in providing the latest products for its customers.

It is largely evident that great similarities in services exist between the Telecom companies. These similarities create vast challenges for these companies and result in fierce competition between them (Al-Baghdadi & Al-Jobouri, 2015).

2. Importance and Aim of the Study

This study is considered the first of its kind-at the level of the Jordanian environment-that examined the impact of the SAM on SO. So, the researcher hopes that this study will add value for future studies and will contribute to assist the researchers with the needed theoretical background. Furthermore, as the population of the study, i.e., all the members of the supervisory and directive management, belongs to JTG in which the impact of SAM on SO will be tested and as JTG is dynamic and pioneering in using the state-of-the-art technologies and introducing the latest networks in its infrastructure, the researcher anticipates that the results of this study will contribute to give decision-makers in JTG a scientific evaluation of the level of impact of SAM on SO. These results can be used to provide recommendations that highlight the importance of the studied variables (SAM and SO) for positively impacting the performance of JTG.

3. Problem Statement

The modern administrations of business organizations have become interested recently in the SO and its dimensions represented by UE, CL, RM, and FSA especially in light of the great changes these organizations are undergoing and the intense competition they are exposed to in an environment characterized by strong turbulence and high dynamism. In view of the political and economic conditions experienced by the countries of the world in general and the countries of the Middle East in particular, the challenges that all Telecommunications companies, of which JTG is one of them, are facing have increased due to the strong competition, which increases JTG's possibility to be exposed to threats related to the decrease in its market share due to the fierce competition in the Jordanian

market. In the same context, Khaddam et al. (2020) indicate that the SO has a great ability to understand the surrounding environment with the means it possesses in terms of the use of information technology, knowledge management, the Intelligence of its employees, and the development of its internal knowledge in creating new products, whether goods or services.

In fact, achieving SAM is not easy as it entails conducting balance between exploitative and explorative activities taking into consideration that these activities require distinguished capabilities (Abu Zaid, 2019). Thus, based on a long experience of work at JTG, the researcher could anticipate the need to investigate the impact of SAM on SO. Accordingly, the problem of the study can be formulated by the following main question: **“What is the impact of SAM on SO in JTG?”**

3. Hypotheses of the Study

- **The First Main Hypothesis:**

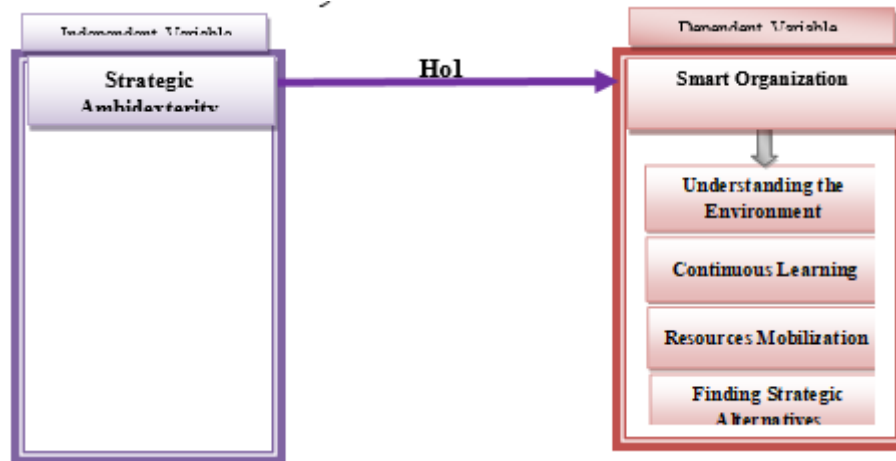
H₀₁: There is no significant impact of Strategic Ambidexterity on Smart Organization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

3. Model of the Study

Figure (1-1) indicates the study model, which includes its variables and the dimensions of each variable, in addition to the references that have been relied upon.

Figure No. (1-1)

The model of the study



Source: developed by the researcher based on the following sources:

- **The independent variable:** The researcher has relied on the following references: (Alänge & Steiber, 2018; Tsai & Ren, 2019; Al-Mousawi, 2018; Al-Ibrahimi, 2019; El-Sherbiny, 2020; Kar'awy, 2016; Musigire et al., 2017; Kusumastuti, 2018; Dranev et al., 2020; Voss & Voss, 2013; Scheepers & Storm, 2019).
- **The dependent variable:** The researcher has relied on the following references: (Qandil et al., 2020; Pharaon et al., 2016; Al-Sharafi, 2020; Al-Qasim, 2010; Salim & Sadiq, 2018; Sweis & Abdeen, 2019).

-Previous Studies

The study of Dranev et al. (2020) aims at studying the impact of organizational ambidexterity and organizational performance at energy and pharma companies; the study of Qandil et al. (2020) aims to analyze the role of smart organization characteristics in promoting entrepreneurial alertness in Asia-Cell for mobile communication; the study of Al-Sharafi (2020) aims to identify improvement in accordance with ISO 9001: 2015 and its role in building the smart organization, and it was applied on a sample that consists of administrative positions in the companies of the Palestinian telecommunications Group; the study of Al-Ukosh (2020) aims to identify the role of technology in building the smart organization; the study of Abu Zaid (2019) aims to test the effect of strategic thinking on

organizational ambidexterity in the Public Shareholding Companies listed on the Amman Stock Exchange; the study of Sweis and Abdeen (2019) aims to identify the role of business intelligence systems in building organizational ambidexterity in Palestinian banks; the study of Al-Ibrahimi (2019) aims to explore the impact of strategic ambidexterity in achieving sustainable competitive advantage; the study of Salim and Sadiq (2018) aims to study adopting an early warning system in building a smart organization in cellular telecommunications companies in the two governorates: Erbil and Sulaymaniyah. The results of the research are: the existence of good levels of the principles of smart organizations in the researched organizations; the study of Kusumastuti (2018) aims to present and explain the concept of the learning process of organizational ambidexterity both contextual and structural forms.

3.Strategic Ambidexterity

-Introducing the Concept of Ambidexterity

Abu Zaid (2019) has stated that Organizational Ambidexterity is the organization's ability to implement exploitative activities and explorative activities simultaneously, as exploitative activities are based on exploiting existing potentials, improving current operations and current products, and exploiting their existing competencies effectively and efficiently, which means that the organization exploits its competitive position. The explorative activities include exploring new possibilities and fostering radical innovation. This requires the establishment of emerging markets, but without neglecting the current market. This means that the organization is ambidextrous if it does not choose one party over the other, then it will be ambidextrous at reconciling between them with the ability to achieve a balance between them. Al-Mousawi (2018) defines Ambidexterity as being exceptionally adept in using both hands with equal ease. As for business, Ambidexterity refers to the degree to which the competing viewpoints are reconciled and balanced towards achieving certain specific goals.

-What is Ambidexterity?

Abu Zaid (2019) stresses that Organizational Ambidexterity is an urgent necessity in business organizations that face fierce competition by increasing their flexibility, thus

achieving durability and sustainability. Al-Ibrahimi (2019) defines Ambidexterity as taking advantage of the existing knowledge and experience and building on current strategies and the ability to develop future strategies in proportion to the competencies and capabilities of the employees. Al-Mousawi (2018) asserts that Ambidexterity refers to the ability of the organization to have a balance between exploring the new opportunities and utilizing its scarce resources in its attempt of decreasing the corresponding costs by building on the existing competencies and thus increasing its efficiency.

-Dimensions of Strategic Ambidexterity

- Exploiting Opportunities' Strategy:

This dimension refers to the ability of the organization to develop its current activities, enhance its existing processes and applied procedures, enrich the value of its existing product(s) so as to fully meet the requirements of its existing customers, and expand the circle of its accumulative knowledge and skills (Kar'awy, 2016).

- Exploring Opportunities' Strategy:

Kusumastuti (2018) makes a brilliant interrelation between the Explorative strategy and new discoveries at the time the exploitation strategy is linked with the enhancement of what exists. In addition to that, Dranev et al. (2020) draw the attention to the necessity of having or aligning between the strategic decision-making and the targeted balance between the exploration and exploitation innovation activities; ignoring this combination or having mistakes in this combination will yield to losses on significant investments of the firms.

8. Smart Organization

-The Concept of Smart Organization

Qandil et al. (2020) indicate that a SO is a learning organization that adopts knowledge management through its ability to create, acquire, generate and share knowledge within all its administrative components for the purpose of increasing its effectiveness and raising its competitive strength.

1. Understanding the Environment

According to Al-Sharafi (2020), UE includes the following three elements:

- a) Understanding the uncertainty situation: this includes the organization's ability to realistically understand and recognize the uncertainty situations that the organization may be exposed to in the future and the ability to deal with them and reduce their effects and how to manage the risks associated with them.
- b) Strategic development from the outside to the inside: based on the organization's full understanding of its external environment, the organization is able to assess its current position, anticipate and plan for its future position and in light of this, it is moving forward in achieving its strategic objectives.
- c) Systemic thinking: this means comprehensive and logical systematic thinking of the system of interconnected, interdependent and internally connected relationships network and based on this thinking, a strategic approach to the environment is dealt with.

2. Continuous Learning

Tsai and Ren (2019) define the ability to learn as the ability to acquire, build and share knowledge from within and outside the organization; this helps the organization to allocate its existing resources which enables, of course, the organization to create and achieve balance by increasing the number of existing resources and attracting new resources i.e., increasing and raising the efficiency of the organization's resources.

3. Resources Mobilization

Al-Qasim (2010) identifies that the resources that the organization needs in its work program vary between machines, factories, buildings and raw materials that the organization imports from the external environment in addition to the human resources; the organization takes strategic movements, coordinates and transfers these resources to generate purposeful actions to achieve its goals and break the ambiguities it faces in its external environment.

4. Finding Strategic Alternatives

Salim and Sadiq (2018) explain FSA dimension as follows: this means the organization's ability to develop new alternatives, options and new ways of working that enable it to

achieve its goals and meet its needs and reduce the gap between desired performance and actual performance.

9. The Theoretical Rooting and Relations between variables

- Relations between Smart Organization and Strategic Ambidexterity

This current study is consistent with the study of Sweis and Abdeen (2019); this research declares that the greater the interest in implementing business intelligence systems and taking appropriate decisions, this may lead to achieving the organizational ambidexterity. The researcher thinks that this is evident because ambidextrous organizations adopt simultaneously the strategies of exploitative and explorative which require high levels of modern tools and well-established processes that are characterizing business intelligence.

10. Methodology of the Study

- Population of the Study

The study population comprises all the members of the supervisory and directive management in JTG which includes (737) members.

-The Sample of the Study

The sample representing the population of (737) members is (250) members according to the sample table based on the permissible margin of error of (5%) (Sekaran & Bougie, 2016). The researcher has used a proportional purposeful stratified sample. To ensure population representation, (300) questionnaires were distributed. A number of (292) questionnaires were retrieved, accounting for (97.33%) of the total distributed questionnaires, which is a statistically acceptable percentage.

-Unit of Sampling and Analysis

The sampling and analysis unit for this study consisted of the supervisory and directive management represented by (chief officers, directors, managers, team leaders and experts) whose number is (737) members in JTG.

11. Statistical Analysis:

- **Descriptive Statistics of the Model Variables:** this part presents the descriptive measures of the sample's individuals towards the SAM and SO. Table (1) shows the Means,

Relative Importance and Ranks for SAM and SO's dimensions in addition to their sub-dimensions.

Table (1): Means, Relative Importance and Ranks for the variables of the study

#	Dimensions	Means		Relative Importance		Rank			
General average for Strategic Ambidexterity		5.836		High					
1	Understanding the Environment	5.179		High		4			
2	Continuous Learning	5.747		High		1			
3	Resources Mobilization	5.443		High		3			
4	Finding Strategic Alternatives	5.466		High		2			
General average for Smart Organization		5.459		High					

Table (1) indicates that the respondents' attitudes occupied a high level of importance for all variables. Table (1) shows that the independent variable, i.e., the Strategic Ambidexterity came in the first place with a mean of (5.836), and this affirms that the independent variable has the greatest impact on the dependent variable. The Dependent Variable, i.e., the Smart Organization lies in the second rank with a mean of (5.459) and this is in line with the logical statistical literature which points out that the Dependent variable comes in the second rank. So, it can be stated that again the independent variable has a higher mean than the dependent variable. The Dependent Variable is the problem of the study so being in the lowest rank is in line with the normal statistical literature as it constitutes the phenomenon under study which entails a problem that needs investigation and solution ; all subdimensions of Smart Organization were highly important: Continuous Learning (CL) has the first rank among the four dimensions of Smart Organization, and represents the highest rank with a mean of (5.747), and with a high relative importance, while Understanding the Environment (UE) lies in the last rank among the four dimensions of Smart Organization with a mean of (5.179), and with high relative importance.

-Reliability of the Tool of the Study

The researcher measured the internal consistency between the paragraphs of each of the study variables depending on the Cronbach's alpha coefficient (α) where the result of the scale is statistically acceptable if the value of Cronbach's alpha is greater than (0.60) (Sekaran, 2006, 311). Table No. (2) shows that the results of Cronbach's alpha were higher than (90%) for all study variables.

Table (2): Values of the internal consistency "Cronbach's Alpha Coefficient" for the study tool paragraphs

Variable	No. of Paragraphs	Reliability Coefficient (α)
Strategic Ambidexterity (SAM)	12	0.977
Understanding the Environment (UE)	4	0.925
Continuous Learning (CL)	4	0.943
Resources Mobilization (RM)	4	0.948
Finding Strategic Alternatives (FSA)	4	0.962
Smart Organization (SO)	16	0.969

-Hypotheses Testing: This part of the study explains hypotheses testing, where Simple Linear Regression was used for testing the First Main Hypotheses.

• The First Main Hypothesis:

H₀₁: There is no significant impact of Strategic Ambidexterity on Smart Organization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

In order to test the First Main Hypothesis H01, Simple Linear Regression was used; the results are as follows:

Table (5): Results of testing the impact of Strategic Ambidexterity on Smart Organization: the summary of the model, ANOVA and Regression Coefficients results of the Second Main Hypothesis H01												
Dependent variable	Model Summary			ANOVA			Regression Coefficients					
	R	R ²	Durbin-Watson	F	df	Sig F	Independent variable	B	Std. error	β	T	Sig. t
Smart Organization (SO)	0.758	0.575	2.003	392.827	1	0.000	Strategic Ambidexterity (SAM)	0.794	0.040	0.758	19.82	0.000

*Significant at 0.05 level.

The results of the Model Summary in table (5) above show that there is a strong positive correlation with a value of ($R=0.758$) between the independent variable (Strategic Ambidexterity) and the dependent variable (Smart Organization) according to Zikmund (2000, 513). The model summary also reports that the value of R Square, the coefficient of determination is ($R^2 = 0.575$) which means that the Authentic Leadership has explained (57.5%) of the variation in the dependent variable (Smart Organization).

The results of ANOVA in table (5) above show that the value of the F statistic is ($F = 392.827$) at one degree of freedom ($df = 1$) with a significance value of the F statistic is (Sig. $F = 0.000$), which is less than (0.05) that ensures the significance of regression. This means that the effect of the independent variable (Strategic Ambidexterity) is significant.

Moreover, the coefficient of the regression line, as shown in table (5), is as follows: The Strategic Ambidexterity: the value of the coefficient (B) equals (0.794) with ($t= 19.82$) and (Sig. $t = 0.000$), which is less than 0.05 that proves the significance of this coefficient, so it is significant, i.e., this means that the effect of the independent variable (Strategic Ambidexterity (SAM)) is significant.

Based on the above, we reject the third main null hypothesis H_{01} and accept the alternative hypothesis that states: **“There is a significant impact of Strategic Ambidexterity on Smart Organization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan”.**

12. Findings and Discussion

After reviewing the results of Hypotheses testing, the study reached the following findings:

1. The results also showed that there is a significant impact of Strategic Ambidexterity on Smart Organization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

This finding is in line with the finding of the study of Sweis and Abdeen (2019) which revealed the existence of a direct relationship between the components of business intelligence systems (data collection and analysis, work analysis and business performance management, decision-making and competitive position support) and building Organizational Ambidexterity. Based on the results of statistical analysis, the study

indicated that there is a correlation between business intelligence systems and Organizational Ambidexterity. Thus, the greater the interest in implementing business intelligence systems and taking appropriate decisions, this may lead to achieving the organizational ambidexterity.

2. The Strategic Ambidexterity occupied the first position when ranked against the two main dimensions forming the model of the study. Nevertheless, the sample's answers revealed the lack of JTG in using the planning tools that are supposed to help it identify the threats. Also the weakness of JTG is apparent in developing the staff's capabilities to enable them to detect deviations from the accomplished action plans.

3. The results of the descriptive analysis for the Independent Variable of the study, i.e., Strategic Ambidexterity declared a high relative importance with a Mean of (5.836). The dispersion in the answers of the sample was low and this is expected due to the importance of the Strategic Ambidexterity.

4. The results of the study showed that the descriptive analysis for the Dependent Variable of the study, i.e., the Smart Organization and its dimensions (Understanding the Environment, Continuous Learning, Resources Mobilization, and Finding Strategic Alternatives) show high relative importance.

13. Recommendations

1. JTG might conduct a study that links the Smart Organization with the Strategic Ambidexterity so as to emphasize the relationship between the two variables due to the lack of the sufficient number of studies in this field.

2. The sample of the study considers that JTG does not give the projects' outputs revision a priority knowing that the lack of the projects' outputs revision contributes significantly to wasting the opportunity for JTG. JTG should be very well cognizant of its failure to conduct a periodic review of the outputs of its projects and to document it for future similar plans. JTG might establish an organizational unit that is specialized in the projects' outputs revision so as to take the beneficial lessons of the performed projects for future similar plans and to gain the possible opportunities.

3. JTG is recommended to provide professionals and specialists who conduct the needed proper assessment and analysis of the uncertainties' effects on the company's business and who are able to forecast the future.

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