

Effect of dynamic capabilities in promotion Organizational Ambidexterity: analytical research at the University of Baghdad

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Abstract: The current research aims to test the impact of dynamic capabilities on organizational Ambidexterity at the University of Baghdad, as well as diagnosing the level of interest of the researched faculties in the research variables. The stratified included (204) represented by (deans, assistant deans, heads of departments), and the main research tool (the questionnaire) was distributed to them to survey opinions about the variables investigated, while the research used statistical programs (AMOS V.23- SPSS V.23) to analyze the primary data, with the adoption of descriptive and inferential statistics methods, to test the research hypotheses. The statistical analysis showed a number of results, the most prominent of which was a significant effect of the dynamic capabilities in their dimensions (sensing, learning, integration, coordination, reconfiguration).

Keywords: dynamic capabilities, organizational Ambidexterity, University of Baghdad

Introduction

Educational institutions, especially universities, face great challenges that push them to work on change and transformation in order to bring about changes, as the university is characterized by great sensitivity towards changes and the data of development in knowledge, science and technology. It helps them solve the problems they face and the ability to act quickly and flexibly to respond to environmental changes is one of the keys to success in changing environments. As a result of these circumstances, the idea of organizational Ambidexterity came through which organizations can face these challenges and fulfill commitments in a strong manner that is reflected on their survival and continuity towards achieving their goals, through building and employing the dynamic capabilities they possess, which is the best option to ensure survival and growth as it varies according to the organizations' operations and activities. This allows it to obtain its own advantages to draw its features as it wants on its own, as these capabilities provide it with advantages that other organizations do not possess. Today, dynamic capabilities have become the beating heart of organizations, which ensures their continuity and moves them towards the future, and the organizations leaders rely on them to a large extent when it comes to their strategies that are constantly renewed.

Research problem

The problem of field research emerged, in what higher education and scientific research is witnessing in recent years, the decline in the scientific prestige and reputation that it enjoyed in Iraq, which is represented in the decline of Iraqi universities in the world rankings or the occupation of some of these universities low positions and at the bottom of the list among the international universities in These classifications. These environmental requirements and the various challenges facing Iraqi universities with their faculties and departments require them to realize the importance of being adept at investing and developing existing resources and exploiting them in sustaining current activities and searching for exploring new ideas or processes at the same time. This is done by developing and sustaining the current capabilities in a way that enhances their ability to maneuver, coordinate, change and respond to challenges and environmental conditions. Hence, the research problem is able to answer the main question (Do the dynamic capabilities affect the organizational Ambidexterity of the faculties of the University of Baghdad?), from which a set of questions derives that clarify in its content the problem of the field study:

- 1-What is the level of availability and interest of the studied faculties in the capabilities of dynamism and its dimensions (sensing ability, learning ability, integration ability, coordination ability, reconfiguration ability)?
- 2-What is the level of adoption, practice and interest of the researched colleges in organizational Ambidexterity and its dimensions (exploitative creativity, exploratory creativity)?
- 3- What is the level of influence of dynamic capabilities on organizational Ambidexterity in the college of the University of Baghdad.

Research importance

The importance of the research is due to the importance of the investigated variables, and this importance can be summed up as follows:

A - The research came in response to the rapid environmental changes, the increase in the intensity of competition, the lifting of barriers between countries and the openness of the world, which requires that sufficient attention be given by responding to external changes, preparing for them, and adapting to confront them, and this is by emphasizing the management of these colleges in a behaviorally integrated team spirit And adopt appropriate practices in this direction.

B - The research coincides with the endeavor of Iraqi universities, specifically the University of Baghdad, represented by its faculties, towards bridging the gap between them and international universities, and the adoption of effective practices by the senior management is an important factor for developing and investing the dynamic capabilities available to enhance the ingenuity of these faculties.

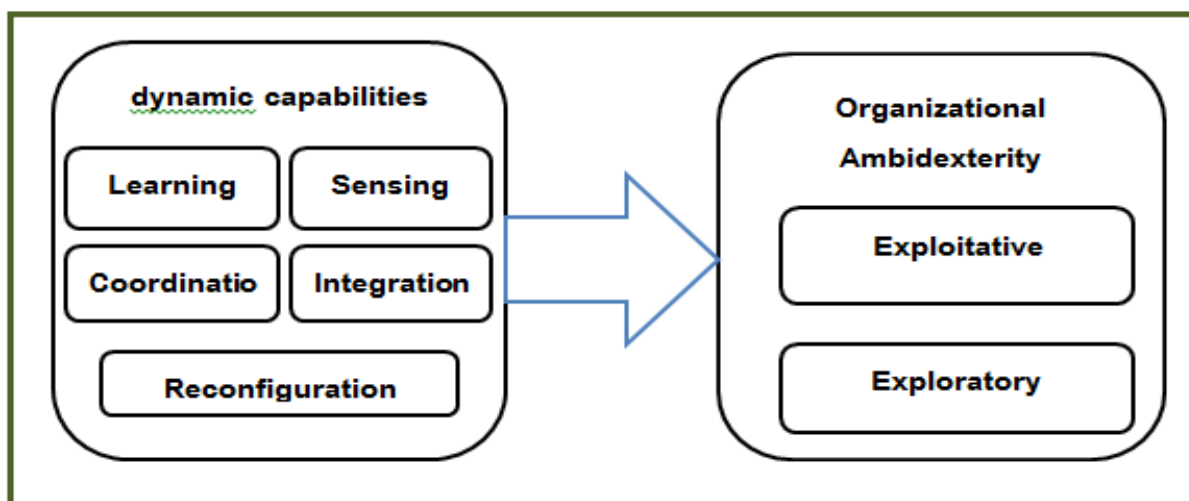
Research aims:

The research seeks to achieve the following objectives:

- 1-Analyzing and diagnosing the reality of the dynamic capabilities in the colleges under study to determine the overall indicators of the level of concerns and the executive departments' awareness of their importance.
- 2-Measuring and evaluating the dimensions and practices of organizational Ambidexterity in the colleges under study to determine the overall indicators of the level of organizational Ambidexterity and practices in them.
- 3- Determining the nature of the relationship between the dynamic capabilities and organizational Ambidexterity in the colleges under study.

Research assumes

The hypothetical scheme for any economic, administrative or scientific problem is nothing but the simplified form of this problem, which mostly takes the form of equations, inequalities or functions that represent the relationship that can be quantitatively measured for the various factors that are related to the problem. The hypothetical scheme shows the set of influence relationships between the research variables that include the following two variables:



The main research hypothesis is: There is a statistically significant effect of the dynamic capabilities on organizational Ambidexterity.

dynamic capabilities

This term emerged mainly in the year (1997) when (Teece, Pisano And Shuen) published their article (Dynamic Capabilities And Strategic Management) in which they explained that organizations are exposed to rapid environmental changes dramatically, and therefore they wonder how they can obtain a sustainable competitive advantage in such These environments, as they then explained that it is the dynamic capabilities that enable organizations to obtain new forms of this advantage (Mahringer & Renzl, 2018: 4). Dynamic capabilities are defined as "the organization's ability to integrate, build and reshape internal and external competencies to deal with rapidly changing environments (Teece et al. 1997: 516). According to Eisenhardt and Martin, (2000), dynamic capabilities are "organizational Ambidexterity that use resources - In particular, the processes of integrating, reconfiguring, acquiring and releasing resources - to match and even bring about change in the market." They also emphasized that dynamic capabilities are "the organizational and strategic actions through which organizations achieve new resources and formations as markets emerge, clash, divide, and evolve. Therefore, the essence of the concept of Dynamic capabilities are intrinsically related to market dynamism in contrast to the static model of resource-based theory, which may not be able to maintain a competitive advantage in a dynamic market (Albeshir, 2014;26.((

Dimensions of dynamic capabilities

Sensing: (Pavlou & El Sawy: 2011:244) believes that the ability of sensing is the ability to collect data about the surrounding environment and convert it into information that can be used by the organization's management in identifying and knowing the available opportunities and existing threats, with the aim of making strategic decisions and developing appropriate plans for response. and facing environmental changes. Sensing includes surveying, researching, and understanding customer needs, potential demand, technological capabilities, local and non-domestic markets, and supplier responses and potential competitors (Agwunobi & sborne, 2016.146).

Learning: The ability to renew the existing operational capabilities in the organization with new knowledge, and the learning ability requires four basic routines to create new knowledge that is reflected in the reshaping of the operational capabilities owned by the organization (Pavlou & El Sawy, 2011: 247).

Integration: Integration refers to how managers coordinate and integrate knowledge within the organization. This process includes all internal and external activities alike. Examples of external activities (the relationship of the organization with the beneficiary or customer, technology cooperation..etc) As for the internal activities, they are (development procedures). services or products, strategic decision-making) in which managers usually combine their managerial expertise and functional skills to make strategic decisions. (Akwel, 2007; 38).

Coordination: Coordination capacity relates to the organization's ability to coordinate and create a meaningful interaction between its resources and procedures by following a coordinated action plan. Strong coordination capabilities help reduce the organization's transaction costs, learn more about control objectives and replace more expensive processes with cheaper ones (Mihailova, 2013; 95).

Reconfiguration: Reconfiguration capabilities refer to the rearrangement of managers, individuals and the operations of the organization as a whole from the beginning to the completion of the production process in a strategic way that achieves harmony with the new changes and thus ensures the progress of operations towards achieving the desired goals (Borland, 2016: 304).

Organizational Ambidexterity

Duncan is one of the first researchers to use the term ambidextrous, specifically (1976) in the context of business, where he argued that structural transformations are necessary to allow ingenuity within organizations without explicitly mentioning the term organizational Ambidexterity, assuming that organizations are applicable to any change in their structure in order to enable itself for any innovation or change (abadi et al., 2018: 12.((

A large body of literature over the past two decades has examined organizational Ambidexterity as the ability to simultaneously meet contradictory environmental and technological requirements and can be summarized as the ability to pursue both incremental and asynchronous creativity simultaneously from hosting many contradictory structures, processes, and cultures within the organization itself. Akesson et al., 2018: 277. Organizational Ambidexterity has been generally defined as the organization's ability to achieve

a balance between two conflicting goals of exploration and exploitation successfully, and it has become a major necessity for the success of organizations, as it emerged from the basic challenges facing the organization as they create strong organizational structures and methods for maximum investment. A measure of profits to ensure its survival, while ensuring flexibility to explore tomorrow's opportunities (Hoppen & Jeppsson, 2018:8).

Dimensions of Organizational Ambidexterity

Exploitative creativity: It is represented in the organization's ability to carry out continuous improvement processes in order to create value in the long run, as products are designed in a way that achieves the satisfaction of current customers in the current markets by improving the current skills, knowledge and capabilities, expanding the current distribution channels and working with maximum energy in order to achieve the targeted level of efficiency (Popadiuk & Bido, 2016:241). According to (March, 1991; O'Reilly and Tushman, 2008) exploitation activities focus on the use of their own organized knowledge and this dimension is based on the assumption that the organization has complete knowledge of all its internal competencies and external opportunities, and organizations interested in exploitation expect to work in an environment where the problems are clearly defined and the solutions are clear, the focus of these organizations is on the implementation of current tasks, the current way of doing business, achieving short-term organizational goals and protecting the current position in the market (GÖZEN, 2018:96).

Exploratory creativity: Exploration is defined as "a process that includes possessing a vision based on the search for opportunities that undertake the provision of unfamiliar products in a way that enhances the organization's competitiveness and the ability to predict the needs of the target market or search for new markets" (Popadiuk & Bido, 2016: 240). Exploratory activities consist of concepts such as research, discovery, autonomy, flexibility, alignment, variance, uncertainty, trial and error, response and innovation. Exploration provides long-term opportunities such as creating new and innovative products, acquiring new knowledge in diverse areas and the ability to operate in wider markets and change the technological orientation of the entire organization with the purpose of entering New markets or sectors (KESKİN 2018,11).

The reality of research variables in the faculties of the University of Baghdad

1- This paragraph includes descriptive statistics for the dynamic capabilities variable and its dimensions in total, as Table (1) shows the results of the descriptive statistics for the dynamic capabilities variable, which is measured in five field dimensions.

Table (1): Descriptive statistics of the dynamic capabilities variable with its dimensions					
paragraphs	mean	Variation coefficient %	standard deviation	Relative importance %	Dimensional order
sensor	3.761	8.56	0.322	75.22	4
learning	3.781	7.29	0.276	75.63	2
integration	3.791	8.59	0.326	75.82	1
coordination	3.768	6.95	0.262	75.35	3
reconfigure	3.744	9.19	0.344	74.87	5
dynamic capabilities	3.769	4.84	0.182	75.38	-

2-This paragraph includes descriptive statistics for the organizational skill variable and its overall dimensions, as Table (2) shows the results of the descriptive statistics for the organizational skill variable, which is measured in two field dimensions.

Table (2): Descriptive statistics of the organizational skill variable with its dimensions

Table (2): Descriptive statistics of the dynamic capabilities variable with its dimensions					
paragraphs	mean	Variation coefficient %	standard deviation	Relative importance %	Dimensional order

Exploitative creativity	3.807	7.49	0.285	76.14	1
Exploratory creativity	3.676	8.01	0.294	73.51	2
Organizational Ambidexterity	3.741	5.71	0.214	74.82	-

Testing the effect of dynamic abilities on organizational Ambidexterity

Table (3) shows the presence of a strong, positive, significant effect of the dynamic capabilities variable on organizational Ambidexterity, as we note that the results of the model matching indicators were within the acceptance base assigned to them, so the value of (RMR = 0.010) is less than their acceptable range of (0 .08). It is also clear that the value of the standard impact factor has reached (0.65), which means that the dynamic capabilities variable affects the organizational Ambidexterity by (65%) at the level of the faculties of the research sample. This means that changing one unit of deviation from the dynamic capabilities in the faculties of the research sample will lead to a change in organizational Ambidexterity by (65%). This value is considered significant, because the value of the critical ratio (C.R.) shown in Table (3) is (12,058) a significant value at the level of significance (P-Value) shown in the same table.

It is also clear from Table (3) that the value of the interpretation coefficient (R²) has reached (0.42), and this means that the dynamic capabilities variable is able to explain (42%) of the changes that occur in organizational Ambidexterity in the colleges of the research sample, while the remaining percentage is (58%) and it goes back to other variables that are not included in the research model. Based on the foregoing, the hypothesis that states (there is a significant effect of dynamic capabilities on organizational Ambidexterity) is accepted.

Significance	critical ratio	standard error	Non-standard assessment	Standard gliding weights	Tracks	
***	12.058	.063	.758	.646	dynamic capabilities	--> Organizational Ambidexterity
***	9.746	.088	.854	.565	dynamic capabilities	--> sensor
***	9.419	.084	.792	.551	dynamic capabilities	--> learning
***	12.509	.094	1.179	.660	dynamic capabilities	--> integration
***	10.759	.099	1.064	.603	dynamic capabilities	--> coordination
***	10.366	.107	1.110	.588	dynamic capabilities	--> reconfigure
***	16.020	.064	1.029	.747	Organizational Ambidexterity	--> exploitation
***	15.108	.064	.971	.728	Organizational Ambidexterity	--> exploration

Conclusions

1-The results of the study showed that the higher administrations of the investigated colleges adopted the dynamic capabilities and their dimensions, and paid attention to their role in preparing these colleges to face changes and their harmony with their external environment, which is characterized by rapid and sudden changes.

2-The availability of indicators of organizational Ambidexterity in the colleges of the University of Baghdad through the belief and support of the higher management of these colleges with activities to explore and exploit opportunities for developing the quality of educational services and improving university work requirements.

3-The results showed a good ability by the faculties of the University of Baghdad to take advantage of the available opportunity through its keenness to continuously improve its operations and educational activities, and to develop and develop the knowledge and capabilities of technical and administrative workers through training and development programs regarding the practice of teaching and scientific research activities and the use of modern technological methods that would Developing scientific and research work.

4-The faculties of the University of Baghdad attach great importance to exploring distinctive environmental opportunities and the possibility of investing them, studying the possibility of opening new departments commensurate with the needs of society and the emerging labor market, employing research and development activities and searching for advanced technologies in the field of education and attracting talented scientific competencies to acquire new capabilities of knowledge that enable them to accomplish its tasks.

5- The availability of dimensions of dynamic capabilities (sensing ability, learning ability, integration ability, coordination ability, reconfiguration) in the faculties of the University of Baghdad would proactively enhance their exploratory orientations to their current environment and distinguish the opportunities available in them as well as the future, and investing them efficiently and effectively will enhance their survival as ingenious organizations in the education sector.

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