



THE IMPACT OF ORGANIZATIONAL AMBIDEXTERITY ON REDUCING REGULATORY CONFLICT FROM THE PERSPECTIVE OF WORKERS AT AL SIKSIK COMPANY

"Descriptive Study"

Dr. Mohammed Abed Eshtiwiey

Associate Professor of Business Administration, Al-Quds Open University, Gaza, Palestine.

Email: eshtewy@gmail.com



**DR. MOHAMMAED ABED
ESHTEWIEY**

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ABSTRACT

The study aims at demonstrating the impact of organizational ambidexterity in reducing regulatory conflict from the point of view of the workers at the al Siksik Company, where the study community is represented in all 150 workers, and the study relied on a simple random sample using a comprehensive survey of a number of workers 150. The study was based on the analytical descriptive approach, using the questionnaire as a data-collection tool. The results showed that the company is practicing organizational Ambidexterity highly and that the company is also exploiting its opportunities very significantly and is exploring new opportunities very much, and it has been found that the factors of reducing the organizational conflict in the company were very high relative. The company's management prowess explains (50.0%) of the changes toward reducing regulatory conflict and the remaining 50.0% subject to other different factors. The study has shown that the company's use of opportunities and its effort to explore new opportunities helps it and affects the reduction of regulatory conflicts. It also proved that there are no differences in the attitudes of the two scientists in the company regardless of their age, scientific qualifications, or years of service in the company.

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Introduction

As competition between operating organizations has intensified, especially in the light of the rapid change in many areas, the management concepts of those organizations have to evolve in line with the requirements of those variables, as customer preferences have become increasingly dynamic. This makes the level of excellence of these organizations oscillating and linked to the nature of their directors, which will match the level of their clients' preferences, and in the context of the need for administrative intellectual developments in harmony with this, the idea of organizational ambidexterity, which he referred to (Baghdadi, Al Ghouri, 2015: 23) as a multiple organizational approach, the Organization's ability to pursue two complementary activities simultaneously and to manage the contradictions and tensions in the present and future dealings at all levels of activity and at all organizational levels. Organizational ambidexterity in the application of the regulations and laws of the Organization allows it to be distinguished among its peers, which can bring about stability based on the absence of organizational conflicts between employees, which, in the view of Abdul

Rahim, 2009: 209) in the case of the struggle for values for power and influence, as well as for resources and power.

Study Problem:

According to the direction of many writers, organizations are a social entity, and the human element represents the blood that is being shed in its race and is being born in the natural context, and some organizational conflicts may arise from the dissatisfaction of its employees and the nature of human interaction itself. But this is based on the Organization's ability and skill to manage conflicts, and as Templar, 2010:75 sees it, the concept of ambidexterity can be embodied in team operations by the team members' ability to solve the problems creatively in the light of shared vision, mutual trust and complementarily of their activities. Through the research and follow-up of several workers, he noted a conflict of opinion about the feasibility of their work in the company, whether related to the level of job satisfaction or not related to the conflict situation between the company's employees. After studying many studies on the concept of organizational ambidexterity, the researcher went on to adopt the dimensions of organizational ambidexterity (exploitation: Exploitation of opportunities,



exploration: Exploration of new opportunities) mentioned in the study (Gragon, 2019:38).

In This Light, The Problem Of The Study Can Be Crystallized In The Following Key Question:

What Impact Does Organizational Ambidexterity In Reducing Regulatory Conflict From The Point Of View Of Workers At Al Siksik?

To Answer The Main Question, The Following Sub-Questions Had To Be Answered:

- 1) What is the level of practicing organizational ambidexterity from the point of view of the employees at al Siksik?
- 2) What is the reality reduction of regulatory conflict from the perspective of employees at al Siksik?
- 3) Is there any effect on the exercise of organizational ambidexterity in reducing regulatory conflict from the point of view of workers at al Siksik?
- 4) Are there statistically significant differences in sample individuals' responses to the impact of organizational ambidexterity in reducing regulatory conflict from the perspective of employees according to variables (age-scientific-service-qualification)?

STUDY HYPOTHESIS

- a) The sample's estimates increase of the level of practicing organizational ingenuity in the Siksik Company exceed the default average (3).
- b) The sample members' estimates of the reality of reducing the organizational conflict in the Siksik Sanitary Ware Company exceed the default average (3).
- c) There is a statistically significant effect at ($\alpha \leq 0.05$) for the exercise of organizational ambidexterity in reducing regulatory conflict from the perspective of workers at the Siksik Company. To verify this hypothesis, the following sub-assumptions had to be verified:
 - There is a statistically significant effect at the level ($\alpha \leq 0.05$) of "exploiting opportunities" in reducing regulatory conflict from the perspective of workers at al Siksik Company?
 - There is a statistically significant effect at ($\alpha \leq 0.05$) on the practice of exploring new opportunities" in reducing regulatory conflict from the perspective of workers at al Siksik?



d) There are statistically significant differences in sample individuals' responses to the impact of organizational ambidexterity in reducing regulatory conflict from the perspective of employees according to variables (age-scientific-service-years).

STUDY OBJECTIVES

- Learn about the level of organizational ambidexterity in a health instruments company.
- A statement of the degree of availability of regulatory conflict in the health instruments company.
- Explore the impact of regulatory ambidexterity in reducing the availability of regulatory conflict in the health instruments firm.
- Explain the differences in sample responses to the impact of organizational ambidexterity in reducing regulatory conflict in al Siksik company.

IMPORTANCE OF STUDY

Scientific Importance: The Study is:

- An addition to the theoretical studies that dealt with the change of study together is not covered by previous studies, as the researcher knows.
- Collects a number of scientific concepts that researchers may build upon when conducting new studies.
- Increases cognitive enrichment of parties relevant to the organization in question.

Practical Importance: The Study is:

- The decision maker in the company has real information to help make the right decisions.
- It outlines a number of strengths and weaknesses that help to reduce regulatory conflicts.
- Management helps to make sound decisions, exploit real opportunities and explore new opportunities that the company can benefit competitively, and physically and morally.



Study Variables

The autonomous variable: Organizational ambidexterity, the following dimensions ("exploitation" includes the exploitation of opportunities, and "exploration" includes exploration of new opportunities).

- the subsidiary variable: "regulatory conflict"

Study Limits

a) The Objective Limit: To explore the impact of regulatory ambidexterity in its dimensions (exploitation-exploration) is to reduce the regulatory conflict in the health instruments company from the point of view of its employees.

b) The Human Limit: The study went to a survey of the opinions of all employees of the Siksik Company regarding the effect of organizational prowess in reducing organizational conflicts in it.

c) Institutional Limitation: The institutional limitation of the health instruments company, such as the private sector is represented by the institutional limitation.

The study is based on the work of the health services company in the industrial zone in the east of Gaza City.

d) Time Limit: The terms of study were applied in the second semester of 2019/2020.

Study Terms

Organizational ambidexterity: The ability to intelligently handle environmental data by simultaneously optimizing the current resources in the internal environment and exploring new opportunities in the external environment. (Hussein, Al-Ani, 2018: 279).

The researcher is known by the procedural as the ability of the Siksik health management to exploit its potential and capabilities to solve work problems and reduce organizational conflicts among workers, while also seeking to discover new opportunities that help them develop labor systems and reduce future conflicts.

Regulatory conflict: You know (Taha,2013:17) as the struggle for values for influence and power. Thomas& Kilmann knows him as the process that begins when one side sees it, or realizes that the other is obstructing,



frustrating, or about to thwart his concerns (blind, 2005: 364).

The researcher defines it as a situation that arises from conflicts of interest between two or more parties within the health instruments company of Siksik, each of whom seeks control and influence at the expense of the other party.

Previous Studies

First Studies On The Autonomous Variable (Organizational Ambidexterity):

Several studies that adopted organizational ambidexterity as an independent variable have sought to demonstrate its relationship with a number of affiliated variables, such as the study (Alwan et al., 2019), which aims to demonstrate the role of organizational ambidexterity in promoting the enabling strategy, conducted as an analytical survey comparing two top-bank leaders in Babylon and Karbala. The results showed that organizational ambidexterity and a meaningful shift in the success of the enabling strategy in the sample discussed, and that organizational ambidexterity is one of the key sources of ensuring the success of the enabling strategy. The study (Ahmed, Ismail, 2019), which aims

to demonstrate the impact of organizational ambidexterity in enhancing career development as a survey of the views of some management leaders at Mosul University, has already demonstrated a correlation and a moral impact between organizational ambidexterity and Functional soundly.

On the other hand, a number of studies were conducted that focused on making the variable of organizational prowess the dependent variable, such as the study (Macias, 2019), which aimed to demonstrate the incentives mechanism for cooperative innovation for research and development companies based on organizational prowess, and the results showed that exploratory innovation acts as an intrinsic motivation. For collaborative innovation, while the level of exploratory innovation will be reduced somewhat by exploitative innovation, cost-sharing contracts will not only lead to exploitative innovation to achieve optimal revenue, but will also provide incentives for exploratory innovation more effectively. And the study (Sweis and Abdin, 2019), which aimed to identify the role of business intelligence systems in the organizational prowess in the banks operating in Palestine, as it took from the banks (Bank of Palestine -



Cairo Amman Bank - Arab Islamic Bank - Palestinian Islamic Bank) as a model for the field study, The results showed the existence of the application of business intelligence systems at a high rate (72.25%), and the field of organizational excellence scored (79.25%), and it proved a positive relationship between the components of business intelligence and building organizational prowess. In the same context, (Jargon, 2019) conducted a study aimed at the reality of strategic thinking among secondary school principals in the southern governorates of Palestine, and its relationship to their organizational prowess, from the teachers' point of view, as it became clear that the overall degree of the practice of strategic thinking among the principals under investigation in all fields was of Large with an average of (77.6%). As for the level of organizational proficiency, they were of relative weight (79.2%). The study demonstrated a statistically significant correlation between the degree of managers 'practice of strategic thinking and their level of organizational proficiency. As for the study (Abu Zaid, 2019), it aimed to identify the role of strategic thinking in building organizational prowess, as the study was applied to Jordanian public shareholding companies, and the results

of the study showed that these companies apply strategic thinking at a medium level, and that the companies in question have achieved organizational prowess. It also showed a medium level, and it showed a positive statistically significant effect of strategic thinking on organizational prowess. Anzenbacher & Wagner (2019) also conducted a study aimed at clarifying the role of exploration and exploitation in the success of innovation, such as investigating the effect of worker models on organizational prowess in the semiconductor industry. The results of the study showed that internal knowledge mainly supports the success of innovation. The success of innovation through business mergers adopted by companies, which recommends the need for a more differentiated view of the premise of excellence. Also (Hussein and Al-Ani, 2018) conducted a study aimed at measuring the compatibility of big data with the dimensions of organizational prowess in the Asia Cell Mobile Communications Company in Iraq, in order to determine the possibility of adopting big data as an input to achieve organizational prowess, as the study demonstrated the existence of a harmonic relationship between big data And organizational prowess, which indicates the



state of homogeneity between the two variables, which confirms the possibility of adopting big data as an entry point to achieve organizational prowess, and one of the most important recommendations of the study was that organizational prowess is one of the best treatments based on facing environmental challenges and changes. As for the study (Mardi & et al, 2018), the study aimed to demonstrate the nature of maintaining organizational performance through organizational prowess by adapting social technology. The research was conducted for organizations that adopt social technology in various sectors in Indonesia, and the study proved that organizational prowess affects positively. On the organizational performance, and that the adoption of social technology positively affects the organizational ambidexterity through the rapid absorptive capacity. It has not been proven that the adoption of social technology positively affects the organizational ambidexterity through collective-based cooperation.

Second Studies On The Subsidiary Variable (Regulatory Conflict)

Many studies on the subject of organizational conflict have been conducted in several

respects, including those applied in the business area such as the study (Moussa, and Jallal-Din, 2019): The aim of which is to indicate the forms of organizational conflict management in organizations from the perspective of the middle tiers: A field study at the Cement Production Foundation, the Black Stone in Skikda, Algeria, showed that the research category follows the various conflict management strategies, but prioritizes the dimension of cooperation in resolving conflict problems in order to promote a culture of common interest. It also indicated that the search category used the dimensions of settlement, avoiding and waiver in accordance with certain regulatory positions related to the nature of its privileges, and, after competition, was used in a manner that was realistic and uncompetitive in the light of the clarity of laws, incentive systems and rewards. A study of the Monakal Robin, 2019 aimed at exploring the reality of managing the conflict between employees, conducted as a case study by the it company in Johannesburg, where the theory of human needs was used, which states that deprivation of human needs is a source of conflict. The findings revealed that the conflict within the company was caused by personal clashes associated with personal differences,



and staff stressed that the conflict could have a positive or negative impact, and the results showed that the company was using negotiation and mediation to resolve conflicts at work, and that employees were trying to manage the conflict by avoiding conflict. And to what extent it may be because of the poor awareness of employees of company procedures to deal with conflicts. The study, which aims to study the nature of conflict management implementation problems in the management of the labor community of the Organization, and to improve conflict management technology in organizations based on specific causes of their occurrence, has been implemented at the Rotor business in Tambov. The study has produced recommendations that the nature of recent conflict situations be considered in detail, as well as a program of training courses that help to develop the efficiency of conflict management and create a favorable social and psychological climate in the Organization.

Studies on organizational conflict related to educational institutions such as the one on the one on the other (Hammad, Salama, 2019), which aimed to identify the effectiveness of management of organizational conflict and its

relationship to the administrative empowerment of secondary school administrators in Irbid governorate from the point of view of teachers, supervisors and managers themselves, were also carried out. The results have shown that there is a great degree of effectiveness in managing the organizational conflict of managers and that there is a great degree of managerial empowerment, as the results have shown a positive correlation between the degree of effectiveness of management of organizational conflict and administrative empowerment. The study recommended that there should be increased communication and communication between staff and ongoing training in management of the school's organizational conflict. The study (at.al,2019&Inkeeree), which aims to verify the impact of conflict management on job satisfaction among private Islamic school teachers in the Alor Star area in Qaddah, where it was found that the (waiver-binding-integration) approach has an important relationship to functional satisfaction. The school director must be aware of the best conflict management techniques in school to achieve more job satisfaction for teachers, which proves that management of regulatory conflict affects job satisfaction. The study



(honor, sword, 2018), which aims to identify the most important requirements for managing organizational conflict in the girls' civil schools in Burdida and its implications for the functioning of teachers from their point of view, has shown that there are no conflict management requirements in schools in terms of (effective communication, human relations, effective organizational climate, and non-stereotyped democratic leadership); It also revealed a lack of conflict management culture, especially among the school administration. The study (Al-Awama, Abd Al-Nabi, 2019) aimed at indicating the methods of managing the organizational conflict and its effect on the administrative creativity of secondary school administrators, applying to secondary school schools in Al-Zawiya city, which is located in the center of Libya. The results showed that the sample members agree to use the method of collaboration and courtesy in managing regulatory conflict but have no assurance of the use of avoidance, and the results have shown a positive correlation and impact between organizational conflict management techniques and administrative innovation.

The study, which aims at perception theory in dealing with regulatory conflict, analyzed 14 in-depth interviews using pattern matching, and investigated the characteristics of the factors underlying the regulatory conflict, and the findings showed that the study was characterized by descriptions of the crisis-sensing process caused by regulatory conflict. She discovered that during the conflict, sensing played an important role in influencing the progress of the conflict and the emerging unloving differences.

Commenting on previous studies: By presenting previous studies, it is clear that the changes in question are important to address, as most of them pointed out that the determinants of organizational conflict are affected by several factors, but they did not deal with the issue of organizational ambidexterity as a determinant of the nature of conflict. This is what distinguishes this study from others by taking the two variables together, which the previous studies did not address together, as the researcher knew, especially in the Palestinian local environment, which showed the scarcity of studies dealing with the subject of organizational ambidexterity, and the use of previous studies



was made to define the conceptual framework of the study in question. And building the tool on which the study was based when collecting data.

THEORETICAL FRAMEWORK

First – Organizational Ambidexterity

What organizational ambidexterity is: According to what I reported (construction,2016: 231) the first to introduce the concept of ambidexterity is Duncan, 1976:167 in writing on organizational learning, based on the observation that organizations are concerned with the conduct of organizations around their business management, and when Duncan first used the term organizational ambidexterity , he found that organizations need transformed structures to achieve initiative and implement innovation. (Hussein, meaning, 2018: 279) is defined as the ability to intelligently handle environmental data, while at the same time optimizing existing resources in the internal environment and exploring new opportunities in the external environment.

In conclusion, the organizational ambidexterity of the health instruments firm could be considered as being able to exploit its potential and capabilities to solve work problems and

reduce organizational conflicts among workers, while also seeking to discover new opportunities to help it develop labor systems and reduce future conflicts.

Dimensions Of Organizational Ambidexterity

Exploitation "exploiting opportunities": According to Bashkali, Al-DAYD, 2015: 33) according to Al-Jabouri, 2011: 65), it refers to the organization's ability to improve activities to create value in the short term, as it is designed to meet the needs of existing customers in current markets, and seeks to expand existing knowledge and skills, as well as expanding existing products and services. With the increase in existing distribution channels as well, opportunities that seem outside the organization's strategy or not to be relevant to the current strategy, but actively evaluating opportunities outside the strategy based on opportunities may tend to market structures to recognize future opportunities, as they increase the organization's strategic resources with their objectives. Moving toward balancing expansion initiatives with complex strategic integration.



It is clear that, having exploited the opportunities, the company is harnessing all the capabilities and potential of the health service to reduce and anticipate conflict situations, and that its management is exploiting those capabilities to foster a healthy regulatory situation, and moving aggressively to create a competitive and distinctive reality.

Exploration "exploring New opportunities: Jansen, 2005:17) Explore activities are to look for modern inputs of products, processes, business, and technology, as well as to look for new ways of working. This is what was agreed upon (Suweis, Abdin, 2019:185), considering that the exploration process is represented in the search for new possibilities and opportunities, and new customers. And entering new markets through a radical change based on the introduction of new products and processes.

In this light, exploration is based on the future dimension of the current dimension and the current imperatives of the capacity of the company's management of health tools in the processes of change and control and the creation of a healthy, operational and targeted state Expand and handle new opportunities that are expected.

Second: Regulatory Conflict

What is organizational conflict: I have mentioned (Al-Awama, Abd Al-Nabi, 2019:387) according to the definition of the conflict's two ideas, the attempts of the individual to achieve certain goals, and by achieving them, they are hiding their goals to be achieved by them. The conflict therefore arises. In the same vein, Atef Guethalhy's view of her transfer (Salima, 2019:10) expressed the conflict as a state of struggle over values and the pursuit of scarce status, power and resources, aimed at neutralizing or eliminating their enemies .either (honor, and the sword, 2018: 272) they considered the conflict to be a natural phenomenon in all institutions as a result of development, change and interactions among individuals, with different attitudes, objectives and culture, as well as vague roles, leading to disharmony, conflict and conflict. In the same vein, it was reported that (Ayoub, 2003), "No organization can function efficiently and effectively without constant interaction between individuals and groups throughout the organization and at different levels." the different individuals and groups depend on each other for various purposes, such as sharing information,



experience, communication and participation in decision-making. Such interdependence and interdependence can lead to cooperation and cohesion or conflict and discrepancy.

As can be seen from the foregoing, regulatory conflict is a natural situation resulting from the fact that a number of individuals are working together in organizations based on competition, struggle for resources, locations, benefits, influence, and conflicts of interest, each seeking control and influence at the expense of the other.

The company is www.bashirsiksik.com a company that has been established in 1974 by Mr. Bashir Al-Siksik and Company. Today, it is one of the largest companies in Palestine in the supply and production of plumbing and infrastructure, and has gained a strong reputation through its expertise and commitment to supplying the best products from the world's best suppliers in plumbing, infrastructure, and ceramics.

STUDY PROCEDURES

First: The Study Curriculum: Using the analytical descriptive curriculum, which is based on describing the reality of organizational ambidexterity and the reality of

the organizational conflict in the health instruments company, analyzing its data, indicating the relationship between its components and the views it presents, the processes it contains, the implications it presents, and explaining the impact of organizational ambidexterity in reducing the organizational conflict in the company.

Second: The Study Community: The whole Study Community is represented in all (150) employees of the Health instruments Company who work in administrative, commercial or industrial work.

Third: Sample study: The study vocabulary was applied to a simple random sample, based on the comprehensive survey method on all employees in the health instruments company, The study tool was distributed to all sample terms and the individual (150), i.e. 100%, was recovered to ensure that the study is applied and its results are subsequently utilized by senior management, the following table shows the distribution of its vocabulary:



Table (1): Shows The Distribution Of Sample Study By Age

	number	percentage
From20 –less than35	96	64.0
From35-less than45	47	31.3
From45-less than60	7	4.7
Total	150	100.0

The table shows that the 20-under-30 age group represents 64%, the highest percentage, a logical consequence of the nature of the company's industrial work and needs considerable physical effort.

Table (2): Shows The Distribution Of Sample Study By Scientific Qualification

	number	percentage
Secondary	8	5.3
Diploma	45	30.0
Bachelors degree	82	54.7
Master	13	8.7
Doctorate	2	1.3
Total	150	100.0

The table shows that the highest proportion of the bachelor's degree campaign, an expression that undergraduates who do not have employment opportunities have taken to the industry, increases the company's regulatory awareness.



Table (3): Shows The Distribution Of Sample Study By Years Of Service

	number	Average
Less than2	7	4.7
From2-less than5	70	46.7
From5-less than10	58	38.7
From10-less than15	11	7.3
From15-less than20	4	2.7
20and up	0	0.0
Total	150	100.0

The company is clearly dependant on the renewal of its human-based production capacity, showing that the highest proportion of the class is 2-5 years, and the lowest category is 20 years and older, although the company is over 45 years old.

Fourth: Study tool: In the context of modern educational literature, in light of previous studies on the study problem, the researcher has built two measures "resolution", where the number of organizational ambidexterity measures (20) paragraphs and the organizational conflict scale (20) paragraphs and where each paragraph was given weight listed according to a five-step scale (strongly agree, agree, Neutral, disagree, strongly disagree) were given the following weights (5,4,3,2,1) the grade of the study sample is between (20,100) degrees of organizational proficiency and (20,100) degrees of organizational conflict scale.

Measure Truthiness: The Researcher Has Verified That The Scale Is True In Two Ways

- a) The validity of the arbitrators: The standard was presented in its initial form to a group of specialized professors working in Palestinian universities, who presented their opinions and observations on the occasion of the scale paragraphs, the extent of the paragraphs belonging to the scale, and the clarity of their language versions, and in light of those opinions, some paragraphs were excluded and others modified.



b) Internal consistency: Internal consistency of the scale has been verified by applying the scale to a test sample outside the sample population, and the Pearson correlation coefficient between each of the scale and total

distance paragraphs is calculated, and the Pearson correlation coefficient is calculated using the Statistical Program (SPSS).

i) measure of organizational ambidexterity:

Table (4): Shows the correlation coefficient of each of the organizational ambidexterity by with the overall degree of distance

	Dimension	coefficient	Dimension	coefficient
1	First dimension: exploit opportunities	**0.824	Second dimension: exploring new opportunities	**0.629
2		**0.644		**0.736
3		**0.598		**0.649
4		**0.479		**0.634
5		**0.519		**0.726
6		**0.563		**0.527
7		**0.517		**0.606
8		**0.501		**0.480
9		**0.688		**0.648
10		**0.597		*0.431

**the tabular at the degree of freedom (28) and at the level of an indication (0.01) = 0.463

*the tabular at a degree of freedom (28) and at an indication level (0.05) = 0.361



The preceding table shows that the correlation coefficients between each dimension paragraph and the overall degree of its paragraphs are a function at an indication level (0.01, 0.05), and

the correlation coefficients ranged between (0.431-0.736), so the scale clauses are true for what they are measured.

a) Organizational Conflict Scale

Table (5): The coefficient of the association of each of the organizational conflict paragraphs with the overall scale of the scale is shown.

	Coefficient		Coefficient
1	**0.662	11	**0.586
2	**0.476	12	*0.474
3	**0.557	13	**0.523
4	*0.403	14	**0.564
5	**0.542	15	**0.650
6	**0.632	16	**0.536
7	*0.452	17	**0.537
8	**0.605	18	**0.589
9	**0.688	19	**0.715
10	**0.543	20	**0.652

**the tabular at the degree of freedom (28) and at the level of an indication (0.01) = 0.463

*the tabular at a degree of freedom (28) and at an indication level (0.05) = 0.361

The preceding table shows that the correlation coefficients between each of the scale paragraphs and the overall degree of its paragraphs are a function at an indication level (0.05, 0.01), and the correlation coefficients ranged between (0.403-0.715), so the scale clauses are true for what they are measured.

Stability: The researcher has taken steps to ensure that the two measurements are stable in two ways: Half segmentation and alpha-cronpkh.



a) Split-half Coefficient Method:

Experimental sample scores were used to calculate the stability of the two measurements in half segmentation, calculated the first half of each metric, and the second half of the scores by

calculating the correlation coefficient between the two halves, and then adjusted the length using the Siberman-Brown Coefficient equation and the table (6) shows this:

Table (6): Shows the correlation coefficients between the two halves of each gauge before adjustment and the stability coefficient after adjustment.

Measure	Number of paragraphs	Link before modification	Stability factor after adjustment
first dimension: Exploiting the opportunities	10	0.740	0.850
Second Dimension: Exploring new opportunities	10	0.801	0.889
Overall degree of Organizational ambidexterity	20	0.761	0.865
Overall degree of organizational conflict	20	0.665	0.799

The previous table shows that the stability factor for organizational proficiency (0.865) and for the regulatory conflict scale (0.799), indicates that the two measurements have a high degree of stability that the researcher can be ass The method of alpha-carnbach: The

researcher used another method of stability calculation, Alpha-carnbach, to find the stability factor of the two measurements, where he obtained the value of the alpha coefficient for each of the two measurements and the table (7) shows this used to apply to the study sample.


Table (7): Shows The Parameters Of Alpha-Carnabach For Each Of The Two Measurements

Measure	Number of paragraphs	Alpha-carnabakh coefficient
First dimension: exploiting opportunities	10	0.746
Second dimension: exploring new opportunities	10	0.812
Overall degree of organizational ambidexterity	20	0.876
Overall degree of organizational conflict	20	0.837

The previous table shows that the stability factor for organizational ambidexterity (0.876) and for the regulatory conflict scale (0.837), indicates that the two measurements have a high degree of stability that the researcher can be assured to apply to the study sample. The approval scores are calculated by a five-step scale as follows:

Degree	arithmetic average		Relative weight	
	from	to	From	to
Very little	1.00	1.79	20.00	35.99
Little	1.80	2.59	36.00	51.99
Medium	2.60	3.39	52.00	67.99
Big	3.40	4.19	68.00	83.99
Very big	4.20	5.00	84.00	100.00



Study Results And Explanation:

The answer to the first question of the study, which states: "What is the level of organizational ambidexterity exercised from the point of view of the health-care staff at the Siksik? To answer this question, the researcher

has formulated the following hypothesis: Sample members' estimates of the level of organizational ambidexterity at the Siksik Health Tools Company exceed the default average (3). To verify the hypothesis, the researcher used the iterations, averages, percentages, and the value of "t", and the following table shows this:

Paragraph	Medium	standard deviation	Relative weight	Value of "t"	Significance value	order
First dimension: exploiting opportunities	4.632	0.179	92.64	111.754	0.000	1
Second dimension: exploring new opportunities	4.630	0.210	92.60	95.179	0.000	2
Overall degree of organizational ambidexterity	4.631	0.174	92.62	114.901	0.000	

The previous table shows that the exploitation of the opportunities was ranked first with a very large relative weight (92.64%), followed by the exploration of the new opportunities, which came second with a very large relative weight (92.60%). The overall degree of organizational skill has obtained a relative weight (92.62%), a very large percentage that indicates the company's ability to deal with the

reality of conflicts and reduce their level, and the ability to deal with and explore new opportunities in the surrounding environment. This is an illogical result from the researcher's point of view due to the difficult environmental conditions in which the company operates in Gaza-Palestine sector, so that the sector will experience semi-stable conditions. The researcher attributes this result to the feeling of



job satisfaction of employees at the internal level of the company compared with the surrounding general conditions and compared with other companies, especially in the private sector. The research gives him a view to the existence of a conscious management in the company that works according to the level of experience the company has gained in 46 years since its establishment in 1974 in dealing with conflicts, crises and unbalanced conditions. These findings may be consistent with the results of organizational proficiency in the

number of previous studies such as (Suweis, Abdin, 2019) and (Gragon, 2019), which showed that the reality of organizational ambidexterity was at a high level, while the study (Abu Zeid, 2019) was a moderate one.

To explain the findings regarding the level of organizational from the point of view of the health personnel of the Siksik Medical Tools Company, the researcher prepared the following table, which is shown in the following form:

Table (9): Shows the frequencies, averages, standard deviations, and relative weight of each of the first dimension paragraphs: The exploitation and ranking of the opportunities available

	Paragraph	average	standard deviation	Relative weight	Value of "t"	Significance value	order
1	The company uses its resources to create a competitive location for it	4.940	0.238	98.80	99.714	0.000	1
2	The company is harnessed to the knowledge of workers to exploit the opportunities available	4.740	0.536	94.80	39.734	0.000	2
3	The company uses its hardware and technology efficiently	4.693	0.477	93.87	43.483	0.000	3



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	Paragraph	average	standard deviation	Relative weight	Value of "t"	Significance value	order
4	The company invests the creativity of its employees in the development of the business	4.640	0.482	92.80	41.706	0.000	4
5	The company applies clear and specific regulations and laws to employees and customers	4.620	0.487	92.40	40.740	0.000	5
6	The company improves product specifications at the customer's request	4.593	0.506	91.87	38.544	0.000	6
7	The company implements customer orders on time	4.547	0.513	90.93	36.944	0.000	8
8	The company relies on its workers' information to deliver better products	4.527	0.501	90.53	37.324	0.000	9
9	Company management makes decisions that meet changing business requirements	4.553	0.499	91.07	38.139	0.000	7
10	The company promotes the relationship and communication between employees toward joint work	4.467	0.501	89.33	35.886	0.000	10
	The overall degree of dimension	4.632	0.179	92.64	111.754	0.000	



It is clear from the previous table that the highest paragraph in the dimension was paragraph (1), which stated that "the company is using its resources to create a good competitive position for it". It ranked first with a very large relative weight of (98.80%). The researcher attributes this result to the fact that the company is one of Large companies in its field of work in the Gaza Strip and can import many capabilities, mechanization and equipment unless other companies can do, and the quality of the human element of the company qualifies it to have experiences according to the concept of modernity, which enables them to create a good competitive reality for the company in terms of design, sales methods and production methods. The lowest paragraph of the dimension was paragraph (10), which read "the Company promotes the relationship and communication between employees toward a common work", which ranked the last place with a very large relative weight (89.33%). The researcher

attributes this result to the company's physical ability to provide various communication tools and methods that can bring its employees together into a single communication circle, which makes them feel they are all a team that works with the logic of partnership in success and partnership in failure.

The total distance score obtained a very large relative weight of (92.64%). The results show that there is a high percentage of the company's ability to exploit the opportunities and explore new opportunities expected, and the researcher attributes these results to the fact that the Company is considered a limited company to its counterparts operating in the same field within the geographical boundaries of the Gaza Strip-Palestine, working in both the industrial and commercial fields. This will enable them to put all their resources into effect and to make good use of them in creating new opportunities for them.



Table (10): Shows the repetitions, averages, standard deviations, and relative weight of each dimension 2 paragraph: Exploring new opportunities as well as arranging them.

	Paragraph	Average	standard deviation	Relative weight	Value of "t"	Significance value	order
1	The company is conducting a field survey to identify new jobs	4.860	0.385	97.20	59.204	0.000	2
2	The company conducts customer satisfaction surveys	4.673	0.512	93.47	40.061	0.000	5
3	The company is seeking to provide services that are in line with the surrounding developments	4.700	0.460	94.00	45.283	0.000	4
4	The company trains employees to create and discover new working methods	4.513	0.501	90.27	36.958	0.000	7
5	The company is concerned with the different demands of its current products	4.487	0.528	89.73	34.512	0.000	8
6	The company is using opportunities in multiple markets to its advantage	4.447	0.512	88.93	34.599	0.000	9
7	The company is constantly looking for new ways to meet its customers' demands	4.873	0.334	97.47	68.752	0.000	1
8	The company is directing its new output to its customers to hear their opinion	4.760	0.429	95.20	50.303	0.000	3
9	The company explores the opportunities to improve its business from distributor reports	4.573	0.510	91.47	37.813	0.000	6
10	The company encourages employees to introduce new ideas at work	4.413	0.494	88.27	35.034	0.000	10
	Overall degree of dimension	4.630	0.210	92.60	95.179	0.000	



The above table shows that the highest paragraph in dimension was paragraph (7), which stipulates that "the Company continuously looks for new ways to meet its customers' demands", which ranked first with a very large relative weight of (97.47%). The researcher attributes this result to the fact that the size of the company's physical and human capabilities helps it to match market requirements, market volatility related to customer needs, environmental changes and the use it produces for its products. The lowest paragraph in the dimension was paragraph (10), which read "encouraging the company to introduce new ideas at work", which ranked the last place with a very large relative weight (88.27%). The researcher attributes this to the fact that the presence of the majority of the undergraduate students demonstrates that they are university graduates with different disciplines and that the company believes that their participation with diverse ideas can develop in the work.

The total degree of distance has been given a very high relative weight (92.60%), the researcher attributes this result to the fact that the company's possession of different quality capabilities makes it continuously seek to

create a new market targeted. The company's multi-idea and ability to study and define customer requirements to meet their needs and expectations in line with the contents of modernity and continuous development enables it to explore new opportunities in to be a competitive circle for customers.

The Answer Of Question 2 Of The Study

The second question of the study states: "What is the reduction of regulatory conflict from the point of view of employees of the Siksik? To answer this question, the researcher has formulated the following hypothesis: Sample members' estimates of the reality of limiting the regulatory conflict in the health instruments company are higher than the hypothetical average (3). To verify the hypothesis, the researcher used the iterations, averages, percentages, and the value of "t", and the following table shows this:



Table (11): Illustrates the repetitions, averages, standard deviations, and the relative weight of each section of the limitation of organizational conflict, as well as its ranking.

	Paragraph	Average	standard deviation	Relative weight	"t" value	Significance value	Order
1	The company provides support to reduce conflicts	4.880	0.365	97.60	63.099	0.000	1
2	The company is concerned with employees' complaints before conflicts occur	4.793	0.422	95.87	51.989	0.000	2
3	The company reduces overlap and duplication of functions to prevent conflict	4.673	0.485	93.47	42.289	0.000	3
4	The company is pressing the parties to the conflict when solving problems	4.500	0.528	90.00	34.810	0.000	15
5	The company intervenes in conflict resolution to preserve its reputation	4.527	0.527	90.53	35.475	0.000	8
6	The company provides a fair system of incentives and rewards to reduce conflict	4.440	0.670	88.80	26.308	0.000	17
7	The company is responsible for the conflicts of workers with each other	3.567	1.126	71.33	6.165	0.000	20
8	The company forces the parties to the conflict to comply with their regulations and laws	4.660	0.489	93.20	41.558	0.000	4
9	The company controls conflicts without the propensity of one of its parties	4.593	0.519	91.87	37.572	0.000	6
10	The company provides easy communication between the two	4.527	0.501	90.53	37.324	0.000	10



Paragraph	Average	standard deviation	Relative weight	"t" value	Significance value	Order
employees						
11 The company intervenes in resolving conflicts in a timely manner	4.467	0.501	89.33	35.886	0.000	16
12 The company provides a regulatory climate (ventilation-Heating-cleanliness) for functions	4.500	0.502	90.00	36.620	0.000	13
13 The company allows the parties to the conflict to resolve their problems	4.527	0.527	90.53	35.475	0.000	9
14 The company applies the principle of reward and punishment to the parties to the conflict	4.533	0.514	90.67	36.551	0.000	7
15 The resolution of a company's conflicts is a clear and specific system	4.607	0.542	92.13	36.296	0.000	5
16 The company has a stake in the interests of the parties to the conflict	4.527	0.621	90.53	30.127	0.000	11
17 The company is awarded salaries that correspond to the required staff tasks	4.500	0.588	90.00	31.248	0.000	14
18 The company has enough equipment and equipment for every job	4.513	0.501	90.27	36.958	0.000	12
19 The company balances work with the life of private conflict parties	4.433	0.523	88.67	33.533	0.000	19
20 The company requires each worker to perform tasks according to his or her abilities	4.440	0.511	88.80	34.490	0.000	18
The overall degree of dimension	4.511	0.199	90.21	92.994	0.000	



The above table shows that the highest paragraph in the dimension was paragraph (1), which stipulates that "the company provides support for conflict reduction", ranked first with a very large relative weight (97.60%). The researcher attributes this result to the company's concern to maintain stability away from disputes and conflicts that discourage and advance the company's work and hinder its access to and progress toward competitors, providing all necessary material and moral support to reduce existing conflicts and to prevent expected conflicts. The lowest paragraph of the dimension was paragraph (7), which stipulates that "the company is responsible for the conflicts of workers with each other", which took the last place at a great relative weight of (71.33%). The researcher attributes this result to the serious implications of conflicts within the company that would lead to a real decline in performance and this makes sense, and the company takes responsibility for any conflicts between employees that would be able to control and terminate them.

The overall degree of distance has a very high relative weight of 90.21%. This may be because the management of the company,

based on its functional and practical experience, is aware of the importance of the firm's stability and the potential to exploit its capabilities to create a distinct industrial and commercial reality, and to detect opportunities for continuous improvement and development linked to the various changes and changes of the environment that automatically affect the requirements and needs of the customers. This result may also be attributed to the belief of the company's management in the capabilities of its employees, their commitment to the company's regulations and laws based on specialization, the lack of overlapping of powers between jobs, the introduction of a fair and unified wage system among employees, and the company's following the contemporary administrative systems that achieve the required organization in terms of division, allocation and coordination of business. All of this would reduce intra-firm conflicts. This result is consistent with the results of a number of previous studies such as the study (Moussa, and Jelaluddin, 2019) that gave priority to the dimension of cooperation in solving conflict problems, and showed the need to use the search category to the dimensions of settlement, prevention and waiver, as well as a study (Monakal Robin, 2019) that showed that



the company uses negotiation and mediation to resolve conflicts at work. It manages the conflict by avoiding conflict, as it is consistent with the findings of the Al-Awama, and Abdul Nabi, 2019 study that demonstrated the use of the method of cooperation and courtesy in managing regulatory conflict.

The third question of the study states: Is there any effect on the exercise of organizational ambidexterity in reducing regulatory conflict

from the point of view of workers? To answer this question, the researcher has formulated the following hypothesis: There is a statistically significant effect at ($\alpha \leq 0.05$) to exercise organizational proficiency in reducing regulatory conflict from the perspective of workers at the Siksik Company to respond to this hypothesis, the researcher has used multiple-slope transaction, and table 12 shows this:

Table (12): Multi-regression analysis (organizational proficiency, reduction of regulatory conflict

independent variables	independent variables	Regression coefficients	Standard error	Standard regression coefficients Beta	Value t:	Probability value sig.	The significance level at(0.05)
The first dimension: Exploiting the opportunities	0.567	0.631	0.075	0.567	8.373	0.000	Has a Statistical function
Dimension 2: Exploring new opportunities	0.678	0.643	0.057	0.678	11.216	0.000	Has a Statistical function
Overall degree of	0.701	0.802	0.067	0.701	11.942	0.000	Has a Statistical



independent variables	independent variables	Regression coefficients	Standard error	Standard regression coefficients Beta	Value :t:	Probability value sig.	The significance level at(0.05)
organizational ambidexterity							function
ANOVA variance analysis							
Value of test "f"			73.485	Probability value		0.000	
The value of the modulated explanation coefficient			0.500				

Table 12 shows that the multiple regression model to represent the relationship between organizational ambidexterity and the reduction of regulatory conflict is a statistical function, with the correlation coefficient (0.701) and the calculated f value (73.485). Organizational ambidexterity explains (50.0) changes in reducing regulatory conflict and the remainder (50.0) of change are attributable to other variables.

- there is a statistically significant effect at α level of 0.05 to practice a dimension after exploiting the opportunities available to minimize regulatory conflict from the perspective of workers, with a Beta value of 0.631, and a value of "T" (8.373). It is a

statistically significant value, and it is therefore clear that there is a statistically significant effect between exploiting available opportunities and reducing regulatory conflict.

- there is a statistically significant effect at α level of 0.05 to practice the dimension of new opportunities exploration in reducing regulatory conflict from the perspective of workers, with a Beta value of 0.643, and a value of "T" (11.216). It is a statistically significant value, and it is therefore clear that there is a statistically significant effect between exploring new opportunities and reducing regulatory conflict.



- there is a significant effect on the overall degree of organizational ambidexterity reducing regulatory conflict, with the value of Beta (0.802), and the value of 'T' (11.942). It is a statistically significant value, and therefore it is clear that there is a statistically significant effect between the overall degree of organizational ingenuity and the reduction of regulatory conflict. This result is consistent with the results of a number of previous studies such as the Elwan, others, 2019, the Ahmed, Ismail, 2019, and the Mardi& et al., 2018, which showed that organizational ambidexterity affects them respectively in both Empowerment strategy, dimensions of functional soundly, Organizational performance," the report said. Organizational Performance" as well as this result, it was aligned with the recommendation of the study (Hussein, Annie, 2018) that organizational ambidexterity was considered one of the best treatments for addressing environmental challenges and changes.

Answer Question 4 Of The Study:

Question 4 of the study states: Are there statistically significant differences in sample individuals' responses to the impact of organizational ambidexterity in reducing regulatory conflict from the perspective of employees according to variables (age-scientific-service-qualification)? To answer this question, the investigator has formulated the following hypotheses:

The First Hypothesis Of Study

The first hypothesis of the study states: There are statistically significant differences in sample individuals' responses to organizational ambidexterity in reducing regulatory conflict from the point of view of workers in the company of the attributable to the life variant (20-under 35, 35-under 45, 45-under 60). To answer this hypothesis, the researcher used the one-way ANOVA method of analysis of the mono contrast.

Table (13): Source of contrast, sum of squares, degrees of freedom, average of squares, value of "f", and level of significance are attributable to the age variable.

dimension	Contrast source	Sum of squares	Degree of freedom	The average of squares	Value of "f"	Significance value	Significance level
The first dimension: Exploiting the opportunities	Inter groups	0.038	2	0.019	0.584	0.559	Doesn't have a statistical function
	Within groups	4.729	147	0.032			
	Total	4.766	149				
Dimension 2: Exploring new opportunities	Inter groups	0.026	2	0.013	0.291	0.748	Doesn't have a statistical function
	Within groups	6.529	147	0.044			
	Total	6.555	149				
Overall degree of organizational ambidexterity	Inter groups	0.003	2	0.001	0.043	0.957	Doesn't have a statistical function
	Within groups	4.501	147	0.031			
	Total	4.503	149				
The overall degree of regulatory conflict	Inter groups	0.042	2	0.021	0.522	0.595	Doesn't have a statistical function
	Within groups	5.856	147	0.040			
	total	5.897	149				

Wrap tabular at a degree of freedom (2,147) and at an indication level (0.01) = 4.75

Wrap tabular at a degree of freedom (2,147) and at a level of significance (0.05) = 3.06



The previous table shows that the calculated value of P is less than the value of P tabular at an indication level of 0.05 in all dimensions of organizational ambidexterity and the overall degree of organizational conflict. We reject the positive hypothesis and accept the alternative zero hypothesis that there are no statistically significant differences due to the life variable .the researcher attributes this finding to the fact that the company's work systems, methods, and methods of carrying out tasks are clear and specific, so that the factor of specialization and separation of tasks regardless of the age factor of the employees is present.

The Second Hypothesis Of Study

The second hypothesis of study states: There are statistically significant differences in sample individuals' responses to the impact of organizational ambidexterity in reducing regulatory conflict from the perspective of workers in al Siksik company, due to the variable of the scientific qualification (secondary, diploma, Bachelor, Master, PhD).in response to this hypothesis, the researcher used the one way ANOVA method.

Table (14): Source of contrast, sum of squares, degrees of freedom, average squares, value of "f", and level of significance are attributable to the variable of the scientific qualification

Dimension	Contrast source	Sum of squares	Degrees of freedom	The average of squares	Value of "f"	Significance value	Significance level
The first dimension: Exploiting the opportunities	Inter groups	0.094	4	0.024	0.730	0.573	Does not have a statistical function
	Within groups	4.672	145	0.032			
	Total	4.766	149				
Dimension 2: Exploring new opportunities	Inter groups	0.091	4	0.023	0.508	0.730	Does not have a statistical function
	Within groups	6.464	145	0.045			
	Total	6.555	149				



Dimension	Contrast source	Sum of squares	Degrees of freedom	The average of squares	Value of "f"	Significance value	Significance level
Overall degree of organizational ambidexterity	Inter groups	0.067	4	0.017	0.552	0.698	Does not have a statistical function
	Within groups	4.436	145	0.031			
	Total	4.503	149				
The overall degree of regulatory conflict	Inter groups	0.283	4	0.071	1.824	0.127	Does not have a statistical function
	Within groups	5.615	145	0.039			
	Total	5.897	149				

The Third Hypothesis Of Study

The previous table shows that the calculated value of "P" is less than the value of "F" tabular at an indication level (0.05) in all dimensions of organizational ambidexterity and the overall degree of organizational conflict, thus rejecting the positive hypothesis and accepting the alternative zero hypothesis. The research has also been using the "the most important and important" approach to the development of the new technology.

The third hypothesis of the study states: There are statistically significant differences in the sample individuals' responses to the effect of organizational ambidexterity in reducing regulatory conflict from the point of view of employees in the health instruments company, which is attributed to the variable years of service (less than 2, 2- less than 5, from 5- less than 10. Less than 15, 15-less than 20, 20 or more). To answer this hypothesis, the researcher used the one-way ANOVA method of analysis.



Table (15): Source of contrast, sum of squares, degrees of freedom, average squares, value of "a", and level of significance are attributable to the years of service variable.

Dimension	Contrast source	Sum of squares	degrees of freedom	The average of squares	Value of "f"	Significance value	Significance level
The first dimension: Exploiting the opportunities	Inter groups	0.166	4	0.042	1.309	0.269	Does not have a statistical function
	Within groups	4.600	145	0.032			
	Total	4.766	149				
Dimension 2: Exploring new opportunities	Inter groups	0.256	4	0.064	1.476	0.212	Does not have a statistical function
	Within groups	6.299	145	0.043			
	Total	6.555	149				
Overall degree of organizational ambidexterity	Inter groups	0.119	4	0.030	0.981	0.420	Does not have a statistical function
	Within groups	4.385	145	0.030			
	Total	4.503	149				
The overall degree of regulatory conflict	Inter groups	0.326	4	0.082	2.123	0.081	Does not have a statistical function
	Within groups	5.571	145	0.038			
	Total	5.897	149				



The previous table shows that the calculated value of P is less than the value of P tabular at an indication level (0.05) in all dimensions of organizational ambidexterity and the overall degree of organizational conflict. We reject the positive hypothesis and accept the alternative zero-based imposition, i.e. there are no statistically significant differences due to the changing years of service. the researcher attributes this finding to the fact that the company's senior management is the decision-maker for hiring and demobilization of employees. The business interest and production requirements impose the continued presence of employees in the company, especially as many employees are not established according to the legal systems that guarantee them to continue in the company. The tasks assigned to workers before their specialization are not subject to the number of years they serve in the company, but are subject to the professional specialization and professional factor in it.

STUDY CONCLUSIONS

The Study Produced A Number Of Conclusions, As Follows

- the management of the Company exercises organizational ambidexterity in a very large proportion according to the direction of its employees, where it has obtained a relative weight (92.62%). The company also found that it is using its opportunities at a very large percentage of its relative weight (92.64%) and is exploring new opportunities at a very large percentage of its relative weight (92.60%).
- according to workers' trends, the ingredients for reducing the company's regulatory conflict, which is held by the company's senior management, were at a very high relative level of 90.21
- the company's management ambidexterity explains (50.0%) of the changes toward reducing regulatory conflict and the remaining 50.0% subject to other different factors.



- the company's use of opportunities and its effort to explore new opportunities helps it and affects the reduction of regulatory conflicts.
- there are no statistically significant differences in the attitudes of the corporate worlds regardless of age, scientific qualifications, or years of service in the company.
- encourage the company to introduce new ideas at work by guiding officials to be flexible and encourage the receipt and development of any new ideas from employees in the interests of the company's business.

STUDY RECOMMENDATIONS

In Light Of The Findings And Analysis, The Study Recommends That:

- raise the company's rate of bearing responsibility for any conflicts that occur in the company by following up on those conflicts and working to identify and resolve their causes in ways that are acceptable to all.
- to strengthen the company's relationship and communication among employees in order to create joint work between them, by giving them a guided and complementary approach to work.



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