

ORGANIZATIONAL AMBIDEXTERITY AND ITS ROLE IN ENTREPRENEURIAL BEHAVIOR THROUGH ORGANIZATIONAL CONSEQUENCE AS AN INTERACTIVE VARIABLE-AN ANALYSIS OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE IRAQI MINISTRY OF HEALTH

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Abstract

Organizational ingenuity is one of the modern topics that enable organizations to achieve a high level of work performance while affecting the behavior of employees by motivating them to overcome any internal or external organizational obstacles in work and thus achieving their objectives through which to serve the community.

Purpose of the study: The ability of the reality of organizational ingenuity in distinct behavior through organizational consequences and how the organizational consequences contribute to achieving ingenuity in the organization to reach the required entrepreneurial behavior.

The research sample: The sample was represented by (102) administrative leaders who are related to the research subject for the purpose of indicating the extent of the researched ministry's use of organizational ingenuity to demonstrate the distinctive behavior through the organizational consequences facing the ministry. Different statistical tools were used to analyze and process the data using (Amos -PSPS).

Research methodology: The research used the analytical method to extract results based on the reality of applying the three research variables in the research ministry.

Research Objective: To demonstrate the statistical relationships of the three research variables, organizational Ambidexterity as an independent variable, organizational consequences as an interactive variable and entrepreneurial behavior as a dependent variable.

Results: The research concluded that there is an effect between its variables, the researched ministry's interest in organizational ingenuity and its ability to face the consequences,

whether internal or external, and enables it to exploit opportunities and achieve progress and excellence in performance.

Keywords: Organizational ambidexterity, organizational consequences , entrepreneurial behavior.

Introduction

Organizational Ambidexterity is one of the modern issues for the sustainability of public institutions in a way that helps them to improve and achieve a high level of performance. Through which you can serve the community in which you work.

Based on the foregoing, the researcher sheds light on presenting topics to the variables of our current research and highlighting their role in the success of institutions by strengthening organizational behaviors to be reflected in the work outputs represented by the pioneering behavior of workers and to find out the most important foundations and concepts related to them, and given the scarcity of studies for these topics in this area, it is necessary Accessing the study of philosophical challenges, benefiting from their data and applying them in the field in the environment of Iraqi institutions and a challenge to the Ministry of Health in the framework of global challenges in order to preserve its human resources as the final outcome of overcoming any systemic consequences and achieving the required behavior. In order to achieve this, the research dealt with three topics. The first dealt with the research method, and the second was devoted to presenting and discussing the literature related to the three variables, while the third dealt with the results of testing hypotheses and the research model. The research was concluded with the conclusions and recommendations reached by the research.

2- Research Methodology

2-1 Research problem

The field research problem is embodied in the researched ministry the role that organizational Ambidexterity can play in building a strong influence base by investing its human resources to achieve the required behavior of workers in light of facing any barriers or consequences facing the organization, the matter requires a scientific analysis in light of the renewable environment data as well as About its importance in their career path, and from here the research problem crystallizes in the following question:

- **Is the ministry aware of the research sample of the reality of organizational Ambidexterity in pioneering behavior through the organizational consequences in its role as an interactive variable?**

2-2 The importance of research

The research acquires its importance from the value added by its variables through its theoretical and practical sides, which compel it to adopt new methods, processes and programs to build and develop its capabilities to reach a high level of organizational Ambidexterity, which gives it the ability to adapt and adapt with those changes to face the

consequences, whether internal or external, facing the organization. Consequently, reaching the required behavior of the workers, which enables them to achieve the goals through following well thought out plans in the future, and the importance is evident as follows:

A. There is a dearth of research that dealt with the research variables, in addition to the lack of a study linking them to the Iraqi environment, and to benefit from the nature and importance of the relationships existing between the aforementioned variables to develop the research ministry and increase its awareness in the way that is reflected positively to delve into the topic of his research.

B. Through the current research, the surveyed ministry is able to invest its capabilities and skills available for organizational ingenuity to achieve distinguished leadership in work behavior in a competitive and changing environment in order to be able to cope with any consequences it faces efficiently and effectively.

2-3 Research objectives

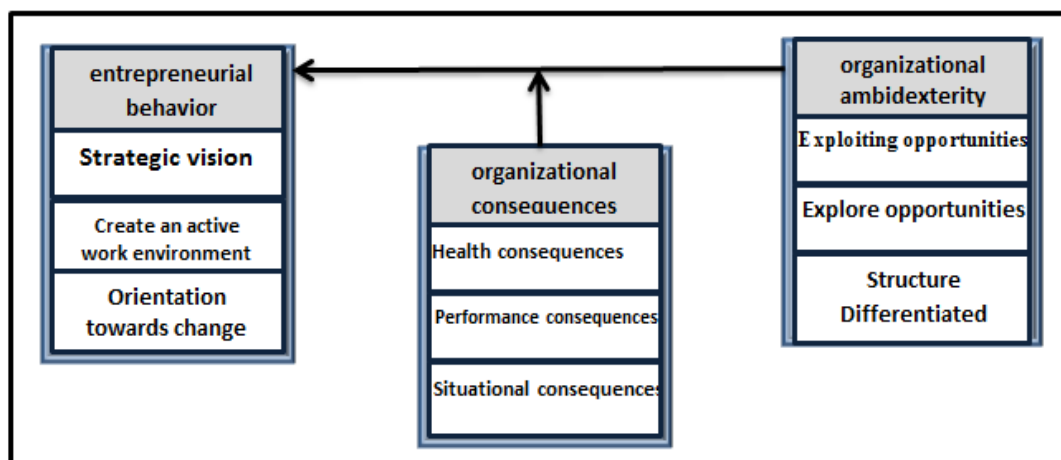
A. Building a knowledge framework for the three variables and their dimensions by tracing the theoretical paths and rooting the knowledge they contain, as well as providing a conceptual framework that describes the trends of the topics and classifies the theorists' opinions about them.

B. Analyzing and diagnosing the reality of the research variables of the researched ministry, knowing the extent of the research sample's awareness of its importance, applying its dimensions and submitting proposals to the researched ministry in light of the results the research will reach, and deepening their awareness of the need to benefit from them to improve performance.

C. Examining the statistical relationships to reach the goals so that the ministry can how to face the difficulties and consequences by using the best entrepreneurial behavior and exploiting it to reach organizational Ambidexterity.

2-4 Hypothesis research scheme

The hypothesis diagram in Fig. (1) illustrates the relationships to be tested



(Figure 1) planned to search premise

5: Research hypotheses: In light of what was diagnosed in the research problem and in order to achieve the research objectives, the following hypotheses were formulated:

H1. There is a statistically significant effect of organizational excellence (in all its dimensions) on the entire entrepreneurial behavior in the surveyed ministry.

H2. There is a statistically significant effect of the organizational consequences (in its combined dimensions) on the overall entrepreneurial behavior in the surveyed ministry.

H3. There is an interactive effect of organizational consequences for improving the mediating relationship between organizational Ambidexterity and overall entrepreneurial behavior in the surveyed ministry.

2-5 Field of Research

The sample represented by the office of the Iraqi Ministry of Health was chosen as a field for testing the hypothesis scheme and research hypotheses, by selecting the directors of departments, divisions, and units, which amounted to a random sample (102), director and officials of a department, division and unit being the target sample to answer the research topic and responsible for achieving organizational ingenuity through having managers with skills And administrative capabilities and entrepreneurial behaviors through which it can face any consequences or organizational barriers in order to be able to achieve the required goals in light of facing competition by work.

Literature Review:

3- Organizational Ambidexterity:

3-1 The concept of Organizational Ambidexterity

Researchers and writers highlighted the need for organizations to achieve organizational Ambidexterity, an ability to enable them to simultaneously monitor and synchronize exploratory and exploitative innovation, to obtain better financial performance and long-term survival (Li, 2013: 876). Ambidexterity is a Latin word that has its origin. Medieval times means two right hands, and it can take on several meanings, including using both hands with the same ease, as dexterity is characterized by inclination or double dealing, or extraordinarily skillful (Tempelaar, 2010: 1), the first use of the term ambidexterity (Organizational was from Before Duncan in 1976, who pointed out that successful institutions need to be used in different dual structures that help implement innovation, he noted that ingenuity requires exchange and trade-offs between existing capabilities and exploring new opportunities to face environmental changes (O'Reilly & Tushman, 2008: 193). (Ji et al., 2015 : 358) pointed out that it represents the ability of institutions to maintain sustainable competitiveness in an uncertain and rapidly changing environment..and organizational Ambidexterity was defined as the organization's behavior in achieving a high level of exploitation and exploration simultaneously (Blarr& Wulf, 2012: 6).

3-2 Dimensions of Organizational Ambidexterity

(Jansen et al., 2009: 5) identified the three dimensions of organizational Ambidexterity in he:

3-2-1 Exploitation of Opportunities

Exploiting opportunities is using activities that increase efficiency, improve operations, and reduce costs to improve business performance. It is related to mechanical structures, tightly coupled systems, path dependence, red tape, control and bureaucracy, stable markets and technologies (Turner et al., 2012: 1-2), while (McCarthy & Gordon, 2011: 241) defined it as activities and outputs concerned with technologies. Mature and familiar, it features a short time horizon, efficiency, and reliability.

3-2-2 Exploration of Opportunities

Exploring opportunities refer to the search for new solutions in the context of research and the development of new insights (Hoholm et al., 2018: 343). (McCarthy & Gordon, 2011: 241) is defined as exploring opportunities as activities and outputs that focus on new, emerging, and pioneering technologies. Long time horizons, research, experimentation, innovation, and adaptability. It refers to learning gained through a process of planned diversification and experimentation (Tuan, 2014: 2-3), and exploration relates to network structures, widely coupled systems, path-breaking, improvisation, autonomy, chaos, emerging markets, and technologies (Turner et al., 2012,1).

3-2-3 Differentiated Structure

The establishment of differentiated structures for exploitation and exploration in a timely manner guarantees the organizations to innovate, and this can be achieved through the structural separation of the multiple jobs in the organization or by creating jobs with a specific orientation, for example, research and development are more oriented to exploring opportunities, while production units usually obtain Exploiting the current opportunities facing it according to the approved strategy (Prange & Schlegelmilch, 2009: 219). (Raisch et al., 2009: 685) pointed to the distinction as separating exploitative and exploratory activities into distinct organizational units and this enables skilled organizations to maintain many competencies that address contradictory demands, as it protects the ongoing operations in the exploitative units from interfering with the emerging competencies that They are developed in exploratory units.

4- Organizational Consequences

4-1 The concept of regulatory consequences

Views differed in the definition of organizational consequences and he explained (Ramanujam & Goodman, 2003: 221) that they are negative consequences of deviations and errors from organizational procedures and policies and leadership practices, and as they are known as the results of pressures in the organization and what affects the course of the organizational process and failure to achieve goals such as ambiguity of the role and conflict (Jex & Grossley ,2005: 53), and as he defined it (Greve at el., 2010: 88), which are symptomatic results of misconduct of organizational leaders that affect individuals and the organization alike. Irregular, ill-considered, routine, bad, affecting the behavior of individuals and their intentions, and thus affecting the processes, and as it is known as the product of the organization's system and management practices, it is reflected in the behavior

of individuals and the adoption of concerns that have an impact on physical health and their response to adaptation, commitment, and productivity (Ljungholm, 2015: 67).

4-2 Eliminate organizational consequences

(Ghazi, 2018: 10) clarifies the dimensions of organizational consequences, of which we mention below

4-2-1 Health Consequences

Studies and research show that controlling the causes of health consequences inside and outside the organization is important to the well-being of the worker and the organization alike (Griffin & Moorhead, 2013: 171). Therefore, it is not a simple problem and it is often misunderstood and it is one of the main components of organizational consequences. It has been mentioned in many forms, the most common of which is stress. It is the tension resulting from a specific stimulus, either it is physical or psychological, and each individual responds to it in some way. The concept of stress consists of two components (adaptation and the role of the stimulus), and stress factors are either psychological or physical resulting from the demands that the leader puts on the worker, which is strong pressure for a person. It may be perfectly acceptable for another. Some workers can withstand an amount of pressure, others much less (Ghazi, 2018: 71)

4-2-2 Performance Consequences

Performance consequences are an indication of the inability of individuals to perform the required tasks due to their lack of experience and the necessary knowledge, lack of clarity of instructions, weakness in the quality of work, low productivity and lack of job security, which leads to making a wrong decision or a defect in work relations, causing individuals to decline in performance, in addition to that, the energy expended It may reduce the cognitive resources needed to make high-quality decisions and perform tasks effectively (Ghazi, 2018: 73). The workplace creates a sense of job security for many workers, which is an important focus in working life, and job insecurity is powerless. Maintaining the required work continuity in a threatening position to the job as it has become one of the most work pressures arising from the continuous transformations that have changed the nature of work and affected the performance in organizations (Piccoli & De Witte, 2011: 36)

4-2-3 Situational Consequences

Situational consequences are an emotional indicator that results from systemic stress and results in workers feeling job dissatisfaction, intention to withdraw, and lack of job commitment (Sehbaradar & et al, 2013: 92). Exerting effort at work, as well as unwillingness to accomplish and progress, which led to a decline in the employee's performance, and consequently, his productivity decreased and sometimes he left work (Rubin & Coplan, 2010: 7).

5- Entrepreneurship Behavior

5-1 The concept of entrepreneurial behavior

Behavior Entrepreneurial (Afsar et al., 2017: 308) defines entrepreneurial behavior, the extent to which employees accept business risks, participate quickly in visualizing opportunities and embrace and implement those opportunities, and as entrepreneurial behavior is defined (Adesoji, 2015: 30). The actions used by the organization in tracking various operations by workers to establish new companies, instead of the activities that individuals undertake in the company, and defined it (Gruber & MacMillan, 2017: 272) as a number of different activities that workers undertake when creating new institutions, Which corresponds to the behaviors and activities practiced by workers in the current institutions This type of behavior is known to be risky, even in the absence of a risk, so challenges are present (Jones, 2017: 56).

5-2 dimensions of entrepreneurial behavior

(Zapetaki & Moustakis, 2007:8) are measured in terms of three sub-dimensions.

5-2-1 Strategic vision

For the institution is not an easy thing, but it needs the leader to awareness and dedicated (Strategic Vision). The design of the vision, the study, and the intense analysis, continuous development, and a measure of thinking, creativity, and innovation. Otherwise, the vision remains merely a shining facade instead of being vital and influential and lives in the consciousness, consciences, and minds of the workers and in all aspects of the life of the organization (Al-Issawi & et al, 2012: 111), and there are a set of steps to formulate it: (Rashid & Jalab, 2008: 79).

- 1) Study the current status of the institution.
- 2) Engaging stakeholders.
- 3) Learn about the environment surrounding the institution.
- 4) Create alternative visions.
- 5) Choose the final vision.

5-2-2: Create an active work environment

The importance is evidenced by the interest in creating an active work environment for the organization and maintaining its continuity by developing the performance of employees to face unexpected events and this type of behavior becomes proactive and not responsive with an effective direction of performance to reach the specified goals faster than planned (Renwick & et al., 2016: 8), and that market changes and competition impose on institutions preparing for all kinds of change, which requires human resources that adapt to changes through an effective work environment, and that this environment needs human resources to achieve balance in the various processes and meet the desires of employees (De Vos & Heijden, 2017: 4).

5-2-3 Orientation towards change

It is the shift from a specific way to accomplish the work to another, so the transformation from the current point of balance to a target is considered, and it means shifting from one state to another in place and time and this dimension refers to the transition, to make something distinct or better and to shift from anything that exists by adding a number of values Or letting go of a certain thing (Governor, 2018: 50).

6- Practical framework

6-1 variables models

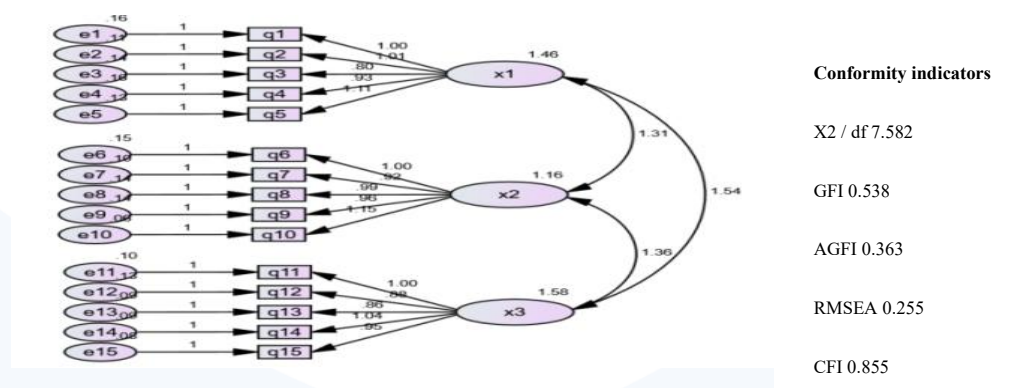
In order to illustrate the models, the structural modeling of the variables in Table (1) will be used.

Table (1) Conformity indicators and conditions of verification

N	Pointer	The ideal range of an index	Best match value
1	Chi-square	That a chi-square is not the high value function indicates an imperfect match	A chi-square other than the low value function indicates a good match
2	(Chi-square / df) value	Less than (5) acceptance and matching good	Lower values indicate a better match
3	Quality of Conformity (GFI)	Match quality (<0.90 GFI)	(GFI-1) Exact Match
4	Good Match Corrector (AGFI)	Matching (0.90 <AFI) matches better	(AFI-1) Exact match
5	Root mean squares of approximate error	(0.05-0.08) (RMSEA)	0.05)> RMSEA)
6	Standard Conformity Index (NFI)	(0.90 <AFI) Better match	(NFI-1) Exact Match
7	Comparative Match Index (GFI)	(0.95 <AFI) Better match	(GFI-1) Exact Match

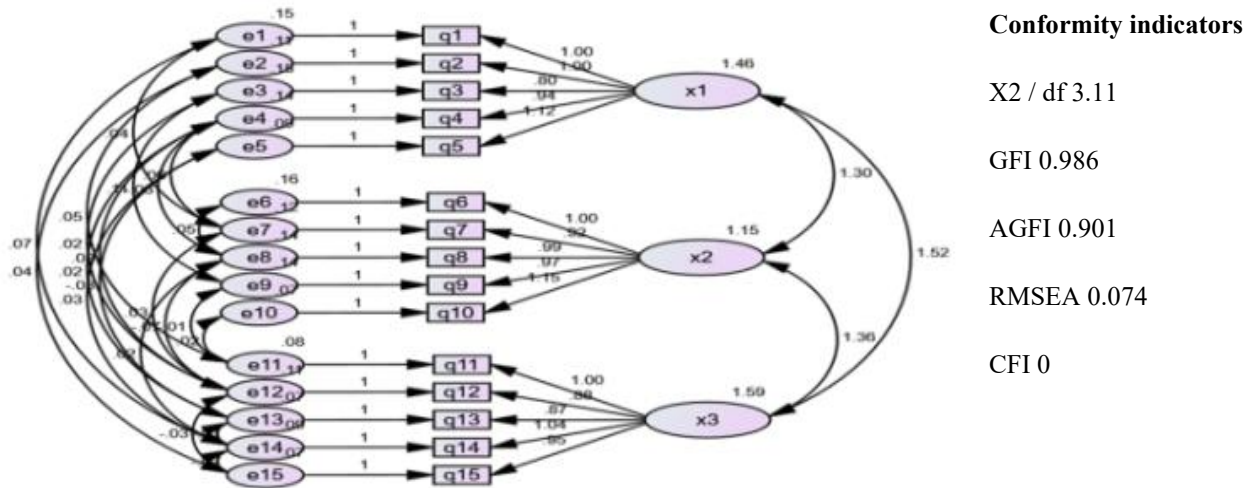
6-2 The Organizational Ambidexterity Model

Through Table (1) it was found that the model did not meet three conditions for quality and did not indicate the validity of the scale. Therefore, the amendment imposed by the measurement operations must be accepted and it is acceptable after the amendment within Figure (2)



(Figure 2) Structural equation modeling of the independent variable

By reviewing the model, it becomes clear that the indicators are weak and unacceptable, and that the value of the error-index (RMSEA) was higher than the permissible value, and it must be modified, which includes either deleting or amending paragraphs of common variance as below.

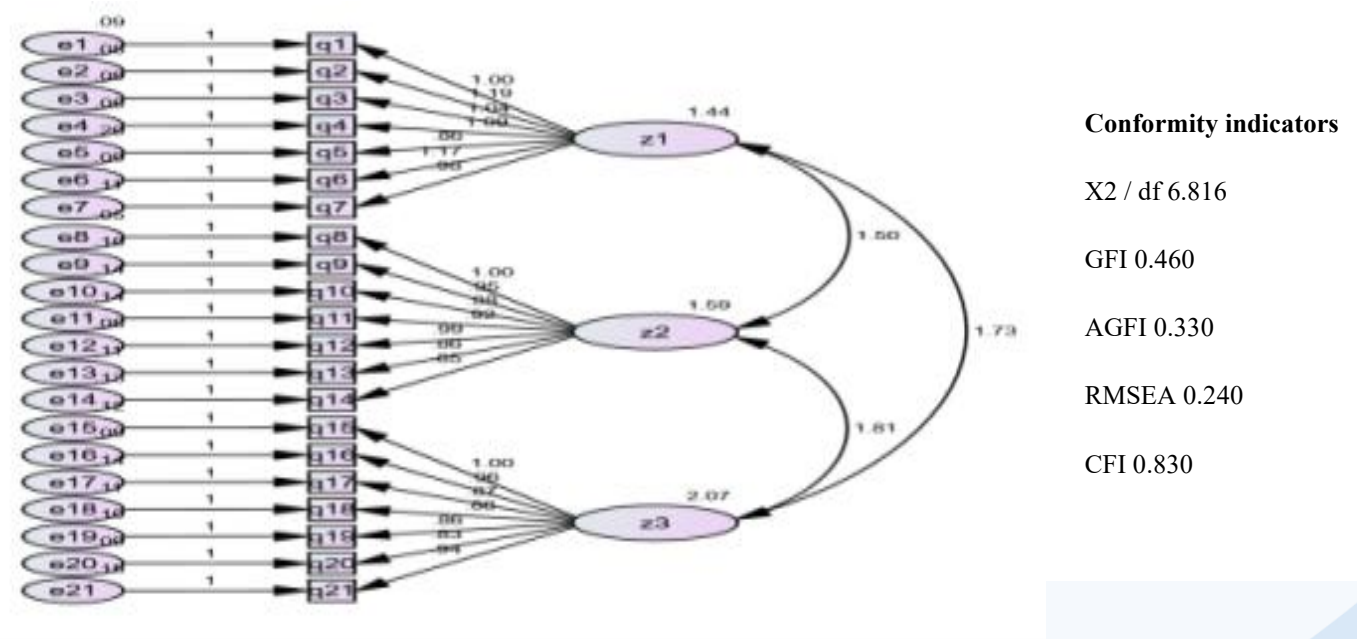


(Figure 3) structural equation modeling independent variable after adjustment

According to indicators Figure (3) shows that were obtained good values and thus achieved acceptance.

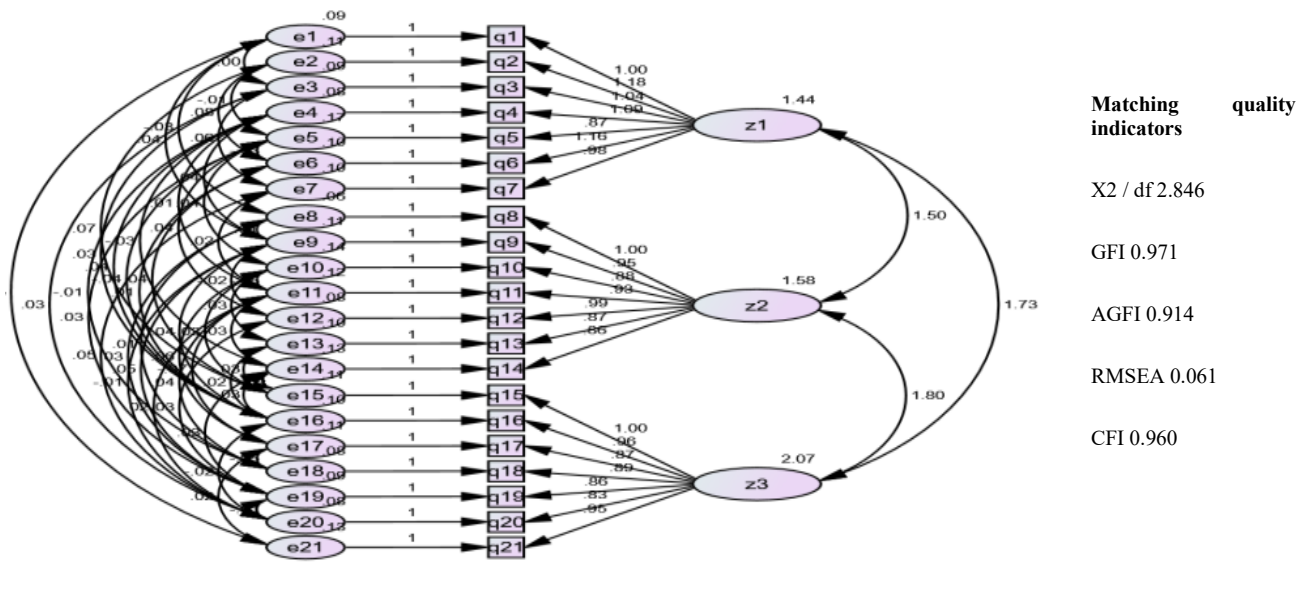
6-3 The Organizational Consequences Model

It consists of three dimensions, which include a group of paragraphs, and Figure (4) presents indicators according to the equation.



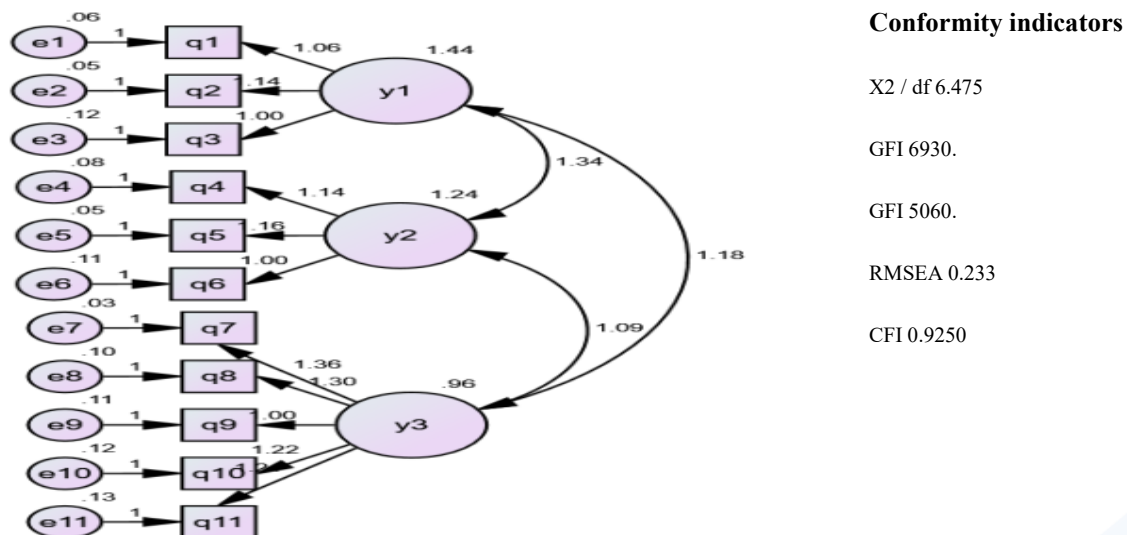
(Figure 4) structural equation modeling intermediate and interactive dimensions

After reviewing the indicators within the model in the above figure, it was found that the indicators are weak, in addition to that, the value of (RMSEA) was unacceptable and greater than the permissible limit greater than (0.08). Figure below



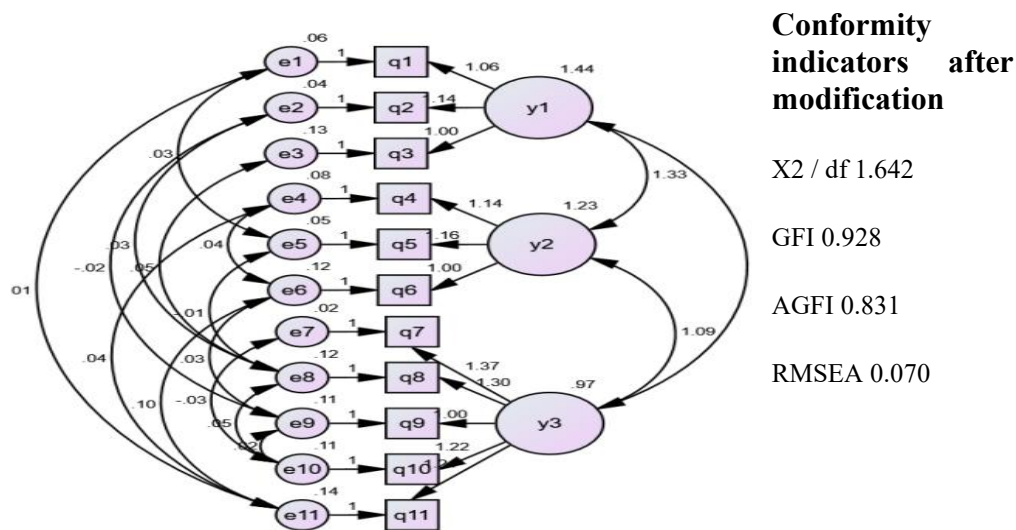
(Figure 5) structural equation modeling (SEM) for variable rate Intermediate Interactive According to the indicators in Figure (5), it was found that the model obtained better values, and thus the acceptance conditions were met.

3. Entrepreneurial behavior model: the variable contains three, and Figure (6) displays indicators according to the equation



(Figure 6) structural equation modeling (SEM) approved for the variable

It is clear in the figure that the indicators were found to be few and the value of (RMSEA) is unacceptable and greater than the limit (0.08). Thus, we reach that it is unacceptable and did not achieve the validity of the scale, so the adjustment is made and it is below:



(Figure 7) Structural modeling of the approved variable

According to the indicators shown in the above figure, it was found that he obtained good values and thus the acceptance conditions were fulfilled.

6-4 Direct influence relationships

6-4-1 Test the influence relationships between X and Y: In this paragraph, the influence relationship is tested according to the first hypothesis:

(H1): There is a statistically significant effect of X (with its combined dimensions) on Y (with its combined dimensions) in the surveyed ministry. Below is among the reported values as follows:

Table (2) Analysis of the impact of the dimensions of the X on Y

The explanatory variable and its dimensions	Constants		Determination coefficient (R ²)	The calculated (F) value	(P) level of significance value	Dependent variable
	α	B				
Organizational Ambidexterity ((X	0.995	0.995	0.990	103.28.467	0.000	incorporeal
Exploiting opportunities (x1)	0.994	0.994	0.988	855.9.443	0.000	incorporeal
Hypothesis exploration (x2)	0.987	0.987	0.974	397.0.371	0.000	incorporeal
Differentiated Structure (x3)	0.992	0.992	0.985	657.3.512	0.000	incorporeal
N = 102						
F = 3.94 Tabulated						

(1) The opportunity exploitation dimension has a significant effect on the entrepreneurial behavior dimension, and the calculated value of (F) is greater than ($0.05 \geq P$), and the parameter (α) is (1510.), While (β) (9940.) This means that a change (1) With this dimension,

a change (9940.) occurs in Y, which explains (98.8%) of the changes in Y and it was ($0.988R^2 =$) and thus the regression is as follows:

$$Y = \alpha + \beta_1 X_1$$

$$Y = 0.151 + 0.994 x_1$$

(2) The opportunity exploration dimension achieved a significant effect in the Y dimension, and the calculated value of (F) was greater than ($0.05 \geq P$), the parameter (α) (0.502), and (β) (0.987.) This means that a change of (1) with this The dimension creates a change (0.987) in the Y dimension, which explains (97.4%) of the changes in Y and the value of ($0.974R^2 =$). Thus, the regression is as follows:

$$Y = \alpha + \beta_2 X_2$$

$$Y = 0.502 + 0.987 x_2$$

The differential structure dimension achieved a significant effect on Y, and the calculated (F) value is greater than ($0.05 \geq P$), the parameter (α) (0.112), and (β) (0.992.) This means a change (1) with this dimension that takes place A change (0.992) in the Y dimension, which explains (98.5%) of the changes in Y, and it was ($0.985R^2 =$) and thus the regression is as follows:

$$Y = \alpha + \beta_3 X_3$$

$$Y = 0.12 + 0.992 x_3$$

(4) The results showed that X has a significant effect on Y, and the calculated value of (F) is greater than ($0.05 \geq P$), and the parameter (α) is (0.281), and (β) (0.995.) This means that a change of (1) With this dimension, a change occurs (0.995) in the Y dimension, which explains (99.5%) of the changes in the dependent variable, and the value of ($0.995R^2 =$) and thus the regression equation is as follows:

$$Y = \alpha + \beta X$$

$$Y = 0.281 + 0.995 X$$

The indicators in Table (3) and Figure (7) indicate that the dimensions have a significant effect on entrepreneurial behavior and within the multiple regression based on (P) and (F), and the interpretation of the model amounted to (99.1%) of the changes in (Y) amounting to ($R^2 = 0.991$).

Table (3) Analysis of the impact of the independent variable on the approved variable combined					
Interpretive and its dimensions	Constants		Determination coefficient (R2)	The calculated (F) value	(P) level of significance value
	B	α			
Exploitation opportunities (x1)	0.529	-0.224	0-991	3662.465	0.000
exploration opportunities (x2)	0.171				0.006
Differential structure (x3)	0.299				0.001
N = 102					
F = 2.70 Tabulated					

Thus it becomes evident to prove the validity of the first hypothesis.

2. Test the influence relationships between the mediating variable and the adopted variable:

In this paragraph, the effect is tested according to the second hypothesis, which states:

(H2): There is a statistically significant effect of Z (with its combined dimensions) on Y (with its combined dimensions) in the surveyed ministry.

In Table (4), the mentioned values are as follows:

Table (4) Analysis of the impact of the dimensions of the mediator variable on the approved variable						
Z - and dimensions	Constants		Determination coefficient (R²)	The calculated (F) value	(P) level of significance value	Dependent variable
	B	α				
organizational ambidexterity	0.992	0.213	983	5998.586	0.000	incorporeal
Health ambidexterity (z1)	0.988	0.297	0.975	4015.720	0.000	incorporeal
Situational ambidexterity (z2)	0.989	0.057	0.978	4517.313	0.000	incorporeal
Performance ambidexterity (z3)	0.990	0.428	0.979	4737.979	0.000	incorporeal
N = 102						
F = 3.94 Tabulated						

(1) The health consequences dimension achieved a significant effect in the Y dimension, and (F) the calculated greater at ($0.05 \geq P$), and (α) (2970.), (β) (9880.) This means that a change (1) with this The dimension brings about a change (9880.) in the Y dimension, which explains (97.5%) of the changes in Y and ($0.975R^2 =$), and thus the regression is as follows:

$$Y = \alpha + \beta_1 Z_1$$

$$Y = 0.297 + 0.988 Z_1$$

(2) The situational consequences dimension achieved a significant effect in the Y dimension, and (F) the computed greater at ($0.05 \geq P$), (α) (0.057), and (β) (0.989.) This means that a change of (1) with this The dimension brings about a change (0.989) in the Y dimension which explains (97.8%) of the changes in Y and ($0.978R^2 =$) and thus the regression is as follows:

$$Y = \alpha + \beta_2 Z_2$$

$$Y = 0.057 + 0.989 Z_2$$

(3) The performance consequences dimension achieved a significant effect in the Y dimension, and (F) the computed greater at ($0.05 \geq P$), (α) (0.428), and (β) (0.990.) This means that a change of (1) with this The dimension brings about a change (0.990) in the Y dimension which explains (97.9%) of the changes in Y and ($0.979R^2 =$) and thus the regression is as follows:

$$Y = \alpha + \beta_3 Z_3$$

$$Y = 0.228 + 0.990 x_3$$

(4) The results showed that the Z dimension has a significant effect on the Y dimension, and (F) the calculated is greater at $(0.05 \geq P)$, (α) (0.213), and (β) (0.992.) This means that a change of (1) With this dimension, a change (0.992) occurs in the Y dimension, which explains (98.3%) of the changes in Y and $(0.983R^2 =)$, and thus the regression is as follows:

$$Y = \alpha + \beta Z$$

$$Y = 0.213 + 0.992 Z$$

Table (5) Analysis of the effect of the mediator variable on the approved variable combined					
The explanatory variable and its dimensions	Constants		Determination coefficient (R2)	The calculated (F) value	(P) level of significance value
	B	α			
Exploiting opportunities (Z1)	0.021	0.173	0.984	2100.484	0.890
Hypothesis exploration (Z2)	0.473				0.000
Differentiated Structure (Z3)	0.501				0.001
N = 102					
F = 2.70 Tabulated					

The indicators in Table (4) and Figure (7) indicate that the effect was significant in the entrepreneurial behavior and within the multiple regression according to (P) and (F), and the interpretation of the model amounted to (98.4%) of the changes in (Y) and $(R^2 = 0.984)$.

Thus, the second hypothesis is proven correct.

H2: There is an interactive effect of organizational consequences to improve mediating the relationship between organizational Ambidexterity and entrepreneurial behavior as a whole in the surveyed ministry.

The significance of the relationship is tested when there are two variables X and Y, and this is illustrated below:

a. The effect of X in Y.

B. There is a Z effect int Y.

C. There is a Z effect on the relationship between X and Y. So that the test of this occurs in the case that the third is significant, and the first and the second are not significant, but if the first is insignificant, a complete interaction, and if the first significant interaction is partial.

The test is done by calculating the equations below:

Model 1	$Y = \alpha + \beta_1 X + e$ $= \alpha + \beta_1$
Model 2	$Y = \alpha + \beta_2 Z + e$ $= \alpha + \beta_2$

Model 3	$Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 XZe$ <p>=entrepreneurial behavior $\alpha + \beta_1$organizational ambidexterity $+ \beta_2$organizational ambidexterity $+ \beta_3$(organizational ambidexterity)(organizational consequences)</p>
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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.281	.041		-6.763	.000
X	1.063	.010	.995	101.629	.000
2 (Constant)	-.221	.063		-3.522	.001
x	.926	.108	.867	8.546	.000
z	.128	.101	.129	1.268	.208
3 (Constant)	-.438	.088		-4.957	.000
x	.625	.137	.585	4.552	.000
z	.693	.195	.700	3.559	.001
moderator	-.045	.013	-.293	-3.335	.001

Through Table (6,7,8) the three models for the interactive effect test include:

1. In the first β (1.063) and the significant according to (P-value), which indicates that there is an effect of X in Y, and thus that X explains (99.0%) of the variance in Y.
2. In the model β (0.128) and the significance based on (P-value), thus explaining Y (99%) of the variance in Z, and through this, there is the effect of Z in Y with the dimensions of the X effect.
3. The interactive effect in terms of Z in the relationship between X and Y, so that (0.045-) is significantly based on (P-value), and the interaction effect is increased by (2%) and $R^2 = 0.990$, before entering the interactive variable of the model and after its introduction into the model. Was $R^2 = 0.992$.

The third model shows the first hypothesis and the second moral, which indicates a partial interaction. Thus, the positive interaction of the organizational consequences achieved an increase in the influence of entrepreneurial behavior. Thus, the third hypothesis of the interactive effect of the organizational consequences as an interactive variable was achieved, the relationship between organizational Ambidexterity and entrepreneurial behavior.

7- Conclusions and recommendations

7-1 Conclusions

1. Organizational Ambidexterity in its dimensions obtained an influential role for society in the ministry to develop the exploitation and exploration of opportunities and the development of the differential structure of the ministry in order to achieve the objectives of work and build the correct paths for success by working with positive expectations of the efforts exerted at work.
2. The availability of consequences in the work (the researched ministry), who achieved a medium level of influence on the research sample to develop the perception of the research sample in order to consolidate their sense of the work they perform with meaningful work and face the consequences, whether health, performance, or attitude, and the development of the correlation of their values with the values of the organization, which makes them carry Positive feelings towards the values and objectives of the ministry and full readiness to face any consequences or crisis, whether internal or external, in order to preserve its position and face any competition.
3. Entrepreneurial behavior was able to achieve a high level by the sample in order to obtain an integrated strategic vision of the researched ministry and to urge renewed initiatives to work and invest the modern ideas of the research sample in the ministry to direct change and be able to achieve the highest levels of success and excellence.
4. The scarcity of research and studies related to organizational Ambidexterity and entrepreneurial behavior that most ministries suffer from, which represents a problem that leads to the deprivation of the surveyed ministry from benefiting from the results or data of both variables and their role in limiting and facing all kinds of organizational consequences.
5. The strength of the link and influence between the three dimensions of the independent, the mediator and the dependent seemed to be taken and relied upon, and this indicates that the organizational Ambidexterity has a great and effective role to reduce the incidence and face organizational consequences of any kind through the formation of the required effective behavior at work.

7-2 Recommendations

1. The necessity for administrative leaders to pay attention to the variables of organizational Ambidexterity because of their role in achieving suitability and coordination of the various contradictory activities and in a way that enhances entrepreneurial behavior at work to reduce all kinds of organizational consequences that may hinder the achievement of goals.
2. The need to strengthen administrative leaderships with new, high capabilities to create a skilled organizational culture that encourages modern ideas at work and the proactive role to seize and invest new opportunities in a manner that contributes to the development of the required behavior by providing opportunities for participation in decision-making and developing solutions to problems that hinder work that represent an organizational obstacle in the work.
3. Developing a system that fits in terms of interest and investment in the matrix of the relationship between these variables, which is characterized by the dynamic capabilities in

the field of organizational Ambidexterity, entrepreneurial behavior, and the consequences of the organization, due to the weakness among workers.

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