

# The Role of Organizational Agility Practices in Achieving Organizational Ambidexterity: A Filed Study

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## Abstract

**Objectives:** This research came in order to identify the role of organizational grace practices through its dimensions: (fitness of the sensing, the agility of decision -making, the grace of practice/ application in achieving organizational ingenuity through its dimensions (ingenuity of exploration\* ingenuity of exploitation). **Methods:** The research sample included faculty and administrative staff at the university, the electronic questionnaire was used due to the large research community and the inability to reach all its vocabulary, followed by the testing of relationships between variables using statistical programs. **Results and recommendations :** The most important results of the research are the lack of clarity of the concept of organizational agility and organizational ingenuity in the research sample, and reached the importance of deepening the concept of organizational agility through Establishing a supportive organizational culture, focusing on continuous improvement, and supporting organizational ingenuity through: adopting and supporting innovative ideas and distinguished scientific research, creating units within the university for exploratory and investment activities.

**Keywords:** Organizational agility - Organizational ingenuity - King Khalid University.

Globalization and technological developments contributed to increasing the state of uncertainty, and the inability to predict within the framework of continuous changes resulting from the relative lack of stability to the environment of these changes stemming from many collapses, including: increasing global competition, diversity of demand and the emergence of new technology, and they are currently facing higher education institutions. Just challenges related to the issues of development and globalization, the accumulation of information and the communications revolution exercise their tasks, and educational institutions face an increase in the number, diversity in programs and specialties, and the development of

technological technologies to improve the level of the graduate and qualify it for the labor market with appropriate skills and expertise, the foregoing has led to the need of universities to adapt to changes other than The expected, which is considered extremely important to achieve the competitive advantage and preserve it, and Saudi universities, like other international universities, seek to obtain advanced centers in international classifications and attract a large segment of studying with them. Therefore, talking about a concept of the latest concepts in business strategies began to be the concept of organizational agility as a modern administrative entry that helps to increase its capabilities in predicting environmental variables, the speed of response to them and adaptation to them, and the

creation of new products and services, and makes them able to manage potential environmental opportunities and risks effectively, as The organizational ingenuity enables the exploitation of available resources and exploring new resources simultaneously and is linked to high levels of creative performance.

**Procedural study terminology:** This study includes the following terminological and procedural definitions:

**Organizational agility:** the organizational ability to sensitize and respond to the surrounding changes, seize environmental opportunities, and the organizational structure, material, financial, human and technological resources are modified to respond to the rapid response of opportunities and threats.

**Organizational ingenuity:** The organization's ability to explore and exploit its internal and external resources in order to enhance its competitiveness in change, continuous improvement and excellence

**King Khalid University:** The university is located in the Asir region in the southwestern part of the Kingdom of Saudi Arabia.

## Previous studies:

**Studies on organizational agility:**

Bunton's 2017 study to identify organizational agility within higher education technology institutions and know how leadership focuses on innovation and organizational agility, and the speed of technology adoption, governance processes and specific technical standards, and the results revealed that the leadership's focus on innovation was important in predicting the components of organizational speed and the importance of adopting specific governance standards.

Gunsberg, et.al., 2018, through which it is a goal to discuss an applied model to consolidate the foundations of organizational agility in the services sector, the results confirmed a substantial and influential role of the accuracy of the procedures followed in the organizational units to adopt organizational fitness in

implementing the work course, the study strengthened an influential role as well One of the prevailing organizational culture in the institution to help employees to absorb and apply the graceful functional performance is consistent with the institution's strategy, and has also identified an important role for the procedures for evaluating the performance of the institution and workers as a fundamental point in confirming the flexibility and agility of the organizational performance.

The Menon\*Suresh study, 2021 explored the factors that can facilitate the application of organizational agility in higher education, analyzed the interrelationship between those factors, and revealed eight factors that can enhance it in higher education: environmental resilience, organizational structure, ICT adoption, organizational learning, HR strategies, leadership, readiness for change, and collaboration with stakeholders.

Harrah et study aimed. Al., 2015 Knowing the concept of organizational agility by analyzing some of the literature related to the subject and setting a conceptual framework for it, and the most important results reached by the study were: setting a framework for organizational fitness based on ten foundations and pillars necessary to turn organizations into graceful organizations: spreading a culture Innovation, empowerment, confrontation of ambiguity, a vision and strategic direction, change management, organizational communication, environmental analysis, response to it, operations management, the elasticity of the organizational structure, and organizational learning.

**Studies on Organizational ingenuity**

Alejandro study, 2016 aimed at knowing the relationship between universities' ability to compete and use them for its convergence to develop exploration and investment activities at the same time, analyze the importance of exploration and investment at the same time and analyze the importance of exploration and investment in competitive universities, and the

study analyzed several aspects in terms of work philosophy, and aspects A structure such as the presence of facilities and services that encourage exploration and investment activities, and individual aspects related to learning, personal scientific research and individual support for research and teaching activities, and have reached the best university in terms of investment and exploration among the studied universities.

Ketabchi's 2020 study aimed to identify the role of organizational prowess in facilitating the flexibility of human resources at the university, and the results showed that there is flexibility of human resources associated with ingenuity positively, and there is no positive impact of human resource flexibility on the performance of the university, whether directly or by organizational ingenuity.

- Study by Maldenka, Cerne and Milohnic, 2015. The problem of the study is the inability of companies in some industrialized countries to keep pace with the developments surrounding them as a result of their lack of the elements of exploration and exploitation with all their implications. It aimed to enhance understanding of how exploration and exploitation activities affect the overall performance of the company, and it concluded that many Companies sought to explore missing opportunities and work to exploit them to secure a competitive position, and recommended stimulating exploration and exploitation activities and working to develop them continuously to ensure organizational prowess.

Klinger study, 2016, which aimed to give companies the ability to create and integrate new sets of knowledge and work to exploit and invest them at the same time, in a way that contributes to enhancing organizational prowess, and reached the importance of studying organizational prowess and employees' understanding of the concept of exploration and exploitation.

Dranev et al., 2020 aimed to identify the relationship between organizational prowess and

outstanding performance and its role in Developing methods for evaluating and following up performance in the short and long term and its impact on supporting strategic decisions, and one of its results is a positive relationship between organizational ingenuity and performance efficiency and improving the follow-up of organizational performance, and reached a model to measure and activate the role of organizational prowess based on the dimensions of exploration and exploitation as tools for innovation in order to achieve better performance.

The current study benefited from previous studies in

The agreement of most studies that dealt with organizational agility as consisting of three dimensions are (the fitness of the sensing, the grace of decision -making and the grace of application / practice) , while the organizational ingenuity consists of dimensions (the ingenuity of exploration and the ingenuity of exploitation).

Highlighting the possibility of using organizational agility in achieving the ingenuity of universities in light of intense competition.

Help in developing and deepening the research problem, identifying basic axes, study terms, and building the theoretical framework and its axes.

Benefiting in determining the study curriculum, building the study tool, formulating research assumptions, and explaining its findings.

The problem and questions of the study: Evidence confirms that university education suffers from several problems, including poor performance in light of the high competitiveness of international universities and the emergence of international classifications, the statute of limitations of educational and stereotypes of programs and teaching methods, and the incompatibility of the graduate with the skills required for the labor market, the weak presence of a policy to discover and care for talents, Weak number of patents registered annually, the weak presence of an environment for a supportive

environment for innovation and scientific research, as it faces challenges, including: information technology and shortcomings in the application of modern methods due to the lack of financial resources, the weak support resources, the weak benefit from the results of research and their employment to increase the quality of the educational process, the weak participation of the sector. The special in research projects, and in light of these problems and challenges, the need for administrative curricula that provide renewed mentalities, and various organizational methods to benefit from the current resources, and explore the new capabilities to try to achieve pioneering university education, the main question: Do organizational grace practices contribute to achieving organizational ingenuity at a university King Khaled? In light of this, we find that the problem of the study crystallizes in sub - questions

What is the degree of exercising the dimensions of organizational agility in the university from the face of the faculty and administrative staff at the university?

What is the degree of exercising the dimensions of organizational ingenuity in the university from the view of the faculty and administrative staff at the university?

Is there a correlation and moral impact between organizational agility and organizational ingenuity at King Khalid University from the face of the faculty and administrative staff at the university?

How much does the dimensions of organizational agility contribute to achieving organizational ingenuity at King Khalid University from the face of the faculty and administrative staff at the university?

Study variables: Based on the problem and questions of the study, the study variables can be identified as follows: Independent variable: Organizational agility is represented in the following dimensions: (sensing agility, decision-making agility, agility of practice / application), dependent variable: This variable is represented

in organizational prowess: (exploration ingenuity \* exploitation ingenuity)

Study hypotheses:

There is a statistically significant relationship between the actual practices of the dimensions of organizational agility combined at King Khalid University and the dimensions of the organizational ingenuity combined from the face of the faculty and administrative staff at the university.

There is a statistically significant relationship between the actual practices of the dimensions of functional happiness (the agility of the sensing, the grace of decision -making and the grace of application) at King Khalid University and the dimensions of organizational ingenuity (the ingenuity of exploration and the ingenuity of exploitation) from the face of the faculty and the administrative staff of the university.

There is a statistically significant impact between the dimensions of organizational agility on the extent of achieving organizational ingenuity from the face of the faculty and administrative staff at the university.

Study objectives: In line with the study questions, the current study seeks to achieve the following goals:

Determine the extent of university workers' awareness of the face of the faculty and administrative staff at the university for each of the actual practices of the dimensions of organizational agility.

Determine the extent of the university's employees' awareness of the view of the faculty and administrative staff at the university for each of the actual practices of the dimensions of organizational ingenuity.

Determine the nature and direction of the relationship between organizational agility and organizational ingenuity at the university.

Providing a set of recommendations in the light of the results of the study, which may help to achieve organizational agility and in turn affect the university's organizational ingenuity.

The scientific importance of the study: The importance and value of the study is embodied in two basic dimensions:

Intellectual dimension: the study is an attempt to deal with cognitive accumulation that enhances the agility of universities and gains it ingenuity in dealing with severe competitiveness.

Applied dimension: the study is an attempt to determine the requirements of the organizational agility of universities to develop their outputs, which is one of the important sectors of society, and to provide a set of recommendations and executive mechanisms as a work agenda to support the university to become more agile and enhance its position and ingenuity in the rapid response to global changes.

Study limits: The study was applied according to the following research limits:

Objective limit: organizational agility and organizational prowess.

Human limit: A sample of faculty members and administrative staff.

Spatial limit: The study was conducted at King Khalid University.

Time limit: The study was conducted during the period from September 2023 to December 2023

The first axis Organizational agility

Definition of organizational agility: The concept of organizational agility has emerged as a tool that helps institutions to confront environmental challenges and adapt to dynamic environments and change quickly to become successful institutions, and the entrances to researchers in their definition are multiplied as Manrung A.H.& Karniawan .r, 2021 knew it is the organizational capacity of sensing and responding successfully to opportunities and threats Available in the market in time, while Walter.a., 2021 knew it, it is the ability to adapt in an effective and rapid way with seizing the opportunities provided by the environment to achieve at time at an appropriate cost, and agreed with him, while Rotich\* Okello, 2019: 2178 'is the ability to amend it And continuously

adapting and sufficient in a timely manner for the strategic orientation in the basic work in relation to changing conditions. This may include the creation of new products and services or the creation of new business models and innovative ways to create value for the institution', and each of Chang .C &Cao 2020&Kocyigit.y, 2020 It is the quick response that the Foundation achieves as a result of the surrounding changes and its organizational structure is modified in both material, human, financial and technological resources

In order for the rapid response to these changes, Gunsberg , et.al., 2018 agreed with it the rapid response that the Foundation achieves towards amending its institutional and migrant situation and its organizational structure and all its dimensions from a human resource and financial and material resources and its plans in order to respond at an appropriate time to the sudden changes affecting its fields of work The promotion of its survival in the work environment, and Panda and Rath, 2016 focused on improving the technological dimensions of the institutions that depend on it to perform its main activities as it needs to have flexibility and speed in the course of the changes and modern technological applications in their fields of work and a speed in meeting their application in its organizational structure and outputs, Ritson, 2020: 30 focused on the ability to adapt their internal structures and specific operations while responding to changes in the environment, as the ability to adapt is behind the ability to suit the organizational processes of its environment.

The importance of organizational agility: Chamanifar Del et.al., 2015, its importance in the flexibility of dealing with others and the ability to adapt effectively and deal with work pressures and deal with difficult situations at work, added de Geus et.al., 2020 that it helps to re -configure and publish its resources In these high -yield activities that create sustainable value, it also contributes to the continuous improvement of organizational operations and increasing its market share, improving cost control, speeding

up to achieving the required goals, and facing rapid changes (Al -Dabbagh, 2017), and in the Milos et. al., 2017 study Through it that organizational agility enhances the regulatory competitiveness, and the organizational structure enables it to face sudden changes and adequate flexibility to preserve the institution's entity without any losses, While the study of Sunghun et al., 2014 adds that organizational agility enables organizations to continue in their areas of work as a result of enhancing the factors of speed of change, speed of reaction by continuing in the field of work, and quickly overcoming problems in the work environment.

By continuing in the field of work, and quickly overcoming problems in the work environment, and many researchers dealt with its importance in that it helps to increase the organization's ability to sense and respond to environmental variables and adapt to it in a way that achieves its current and future goals, and is considered essential efficiency and distinction that requires innovative strategic and mental thinking Harraf et.,al., 2015, is also a comprehensive competitive advantage related to all components of the organization such as technological agility, workforce agility, grace of operations, grace of decisions and strategic fitness. Trinh et. al.,2012, and plays an important role in the life of the organization as it provides employees with high knowledge and skills and is based on regulatory structure and organizational processes using new technology, and helps to improve and increase the speed of organizational performance by improving operations performance, evaluating activities, improving organizational efficiency and achieving organizational stability, Increasing the ability and speed of the organization to respond to the needs of the beneficiaries, as it helps to develop an integrated strategy for the organization to deal with changes and exploit the resulting opportunities, And expecting environmental risks and opportunities, the speed of making decisions and their implementation, continuous improvement and risk management, the ability to

adapt, learn and change to confront threats, getting rid of structural restrictions, relying on flexible structures, providing an appropriate climate for experimentation, innovation and joint learning, and achieving efficiency and effectiveness in performance (Omar, 2020 ))

#### Dimensions of organizational agility

Sensing grace 'response': refers to the strategic monitoring process of environmental events that can have a major impact on organizational strategy, competitive work and future performance, and the task of sensor includes activities such as: obtaining information related to events in which environmental change is manifested, and defined by Cegarra& Martelo , 2020 It is the organizational ability to examine, monitor and pick up events from environmental change (changing the customer's preference, new competitors and new technology) in time, and the researchers see that after sensing it is embodied in the ability to understand and realize changes and respond quickly to changes and benefit from them and seize the available opportunities, which effects On organizational productivity and effective marketing

The agility of decision -making: It is the ability to collect, structured and evaluate relevant information from various sources to explain the effects of special events on business without delay, identify opportunities and threats based on the interpretation of events, and to develop a business plan that directs how to reconfigure resources and make new competitive procedures Park, 2011

The agility of the application and practice is the ability to reinstate the resources in a vibrant and radical manner, adjust operations and restructure the processing changes on the basis of actual plans

#### Properties of organizational agility

Cooperation with clients in order to build a confidence -based strategic relationship.

Cooperation with other organizations and the formation of fast partnerships.

Explore the troubled environments.

Improving the quality of strategic decisions.

Improving the level of creativity and performance.

Using effective information technology systems, which helps to speed up data processing.

Contributing to providing information and providing environmental surveillance systems that help faster to variables.

Organizational agility Measurement, Rothich & Okello, 2019: 2181

Responding and indicates the ability to determine and respond to changes and respond to them, which includes the following: feeling, understanding, forecasting them, and the immediate reaction to change, creating, adjusting and promoting change.

Speed means the ability to carry out operations in the shortest possible time, including the speed of supplying new products to the market, rapid delivery, time products and speed at the time of operation.

Flexibility indicates the ability to produce and deliver different products and achieve different goals with the same resources and tools, and flexibility in fields is considered: product size, product diversity, organization, and individuals within the organization.

Efficiency means providing a wide range of capabilities and productive activities in order to achieve the goals of the organization, and this includes: the existence of a strategic vision, the technologies of the appropriate devices, programs and the quality of the product.

The second axis: Organizational ambidexterity was defined by Fu et al., 2016 as the organization's ability to simultaneously seek to exploit and discover its internal and external resources to achieve success in managing its current business and work to improve its capabilities to adapt to the environmental changes surrounding it, as indicated by Popadic et al., 2015:113 It is an organization's ability to do two different things equally well and to pursue both exploratory and exploitative innovation by drawing on the skills of its employees. Franco (2018:11) emphasized that

organizational ambidexterity is the implementation of a set of capabilities and capabilities directed to benefit from current activities and work and explore new work paths that contribute to enhancing the creativity process among employees, Hughes, 2018:11 believes that organizational ambidexterity is the ability to pursue both synchronous and asynchronous innovation at the same time so that it is consistent and effective in its management of today's business demands while at the same time adapting to changes occurring in the future, Hughes, 2018:1 defined organizational ambidexterity as a metaphor that partly embodies the organization in its human theory to perform the two different tasks equally. This means exploitation, which is the ability to refine and improve current activities to reproduce success, and exploration, which is the ability to develop completely new activities that instill diversity in the organization.

The importance of organizational ingenuity is: ensuring that the work environment remains, its continuation and superiority through continuous search for new opportunities and knowledge Tuan, 2016: 2, and the ability to create fundamental capabilities and optimal exploitation of opportunities and knowledge, which makes them educated organizations David, 2016: 40, and also made organizations more innovative Avimanyu Datta, 2011: 2, Huang, 2010: 7 pointed out that it is an entrance that aims to enhance the organizational capacity to deal with contradictory activities such as organizational alignment and organizational adaptation, and enabling organizations to deal and adapt to the tension that appears to be volatile within the organizations in the shadow of a more dynamic environment, And intense competition, and organizations' reliance on innovation strategy, assembly capabilities, and absorptive capabilities contribute to enhancing organizational strategies and achieving better performance in developing new products. Klinger (2016:21) also emphasized that organizational ambidexterity puts the

organization in a better position through the capabilities and talents it possesses that qualify it to achieve Its organizational goals are achieved by aligning the investment of existing competencies with the exploration of new ones, creating specific structures to mitigate tensions, and investing in enhancing structural ambidexterity.

Organizational ingenuity, Popudic et. al., 2015: 114 Object of

Activating the balance between exploration and exploitation in order to achieve differentiation and the difference between skills, experiences and capabilities that organizations are trying to benefit from in achieving their goals.

Achieving improvements in the basic components of the organization by relying on the current and future technical path in order to improve the current products market and enhance exploratory and integrity innovations in order to enter into new fields.

Preventing organizational stagnation by focusing on the organization's efforts to increase the volume of investment in both investment activities and exploitative activities to achieve organizational goals.

Enhancing innovation situations among individuals working through their orientation towards introducing new products that were considered technically and offering them to the market.

Bhandari added, 2017: 22 her ability to:

Putting a perception to study the capabilities of organizations to achieve compatibility between the experiences and skills that workers enjoy and the ability to adapt to them.

Setting the necessary measures to achieve the goals that the organizations seek by setting an accounting system, monitoring market growth and providing the resources necessary for the production process.

Enhancing the state of learning, achieving competitive predecessors, and seeking to activate the role of exploitation in the short term and linking the socialization of new workers,

which helps in finding the knowledge and skill necessary to achieve goals.

Achieving innovation and staying on the competitive position constantly and achieving technical certainty.

Dimensions of organizational ingenuity:

The Ingenuity of Exploration: refers to the ability of the organization to leverage its resources in order to create value in the near term and then focuses on meeting the needs and desires of existing customers in current markets by expanding existing knowledge as well as expanding existing products or services and increasing the efficiency of existing distribution channels, Bai and Ren, 2016.

The ingenuity of exploitation: The organization's ability to search for new opportunities and expects future events can be expected to adapt to environmental changes in the long term and then focus on meeting the needs and desires of customers in the emerging and new markets by providing new products, new services or Bai distribution channels Bai and Ren, 2016.

Exploitative behavior is associated with the orientation towards achieving systematic results and efficiency, as it seeks to combine and bring ideas closer to new procedures for implementation, as exploratory behavior is associated with creativity, which may result in a large number of new and exciting ideas, as well as experimentation and post-thinking, and exploratory ability works in the early stages of the innovation process, which includes the generation of many ideas and concepts Rodriguea & Hechanova, 2014.

Organizational ingenuity characteristics: Bodowell w. & Chemac T., 2011: 194 see that there are three basic properties:

The perception " means the ability of employees of the organization to determine the opportunities and problems that threaten the organization to achieve its goals, through a balance between centralism and decentralization in administration, with mechanisms to realize external demands.



Take advantage of opportunities and is to develop the organization's leadership capabilities to seize new and available opportunities with the right arrangements and strategic alternatives appropriate to these opportunities.

Restore the formation of the organization to align its arrival with its organizational structure and the possibility of reshaping it in line with external developments.

### Study methodology:

The study used the descriptive method, where the basic theoretical concepts related to the subject of the research were identified with the help of various references, periodicals and previous studies to extract ideas, the analytical approach in order to test the hypotheses of the study, as it depends on collecting data on phenomena, analyzing and presenting them to facilitate the knowledge of relationships.

Data collection tool: The researcher relied on collecting data from her primary sources on an electronic questionnaire list specially prepared for this purpose in light of the results of previous research and studies, questionnaire link, <https://forms.gle/xftmcqjze62qf4UG7>, and the questionnaire was distributed from September

2023 to December 2023, to measure the variables and dimensions of the study, and the number of responses reached (325) single.

Research community and sample: From the review of the King Khalid University website, we find that the number of the research community reached (3588) faculty member, and (4171) administrative staff and given the large size of the research community and the difficulty Study sample: Based on the schedule of determination of samples, the size of the actress and estimated sample (384) is a single, which represents the minimum acceptable, assuming the size of the community, 250,000 and more (Taerdoost, 2016).

Discussing the results of the study and testing the assignments of the study: In line with questions, goals and assumptions of this research, the results of the analysis approach that were reached can be addressed by discussion and interpretation through the following axes.

Stability and credibility in the standards of the study: The method of the alpha cro-nabach coefficient is one of the most reliable and reliable methods in measurement and is characterized by a high degree of accuracy in measuring the degree of consistency or compatibility among the multiple contents of the measurement.

Table (1) Evaluation of the degree of internal consistency between the contents of the measures used in the research

The dimensions	the number	Alpha	Honesty coefficient
Sensor agility	9	.878	0.937
Decision Agility	9	.899	0.948
/ application of Agility of practice	8	.876	0.935
overall organizational agility	3	.675	0.821
Exploration prowess	12	.917	0.957
Versatility of exploitation	9	.849	0.921
Total Organizational ingenuity	2	.689	0.830

As shown in the table, the results of the reliability analysis showed that the alpha coefficient for all measures reflects a high degree of reliability, as all of them are higher than 0.60, which is the acceptable percentage in humanitarian research.

The following table shows the characteristics of the research sample, which are the general data reached through the first part of the questionnaire as follows:

Table No. (2) Description of the study population

Variable	Variable categories	Count	Percentage
Gender	Male	206	%63.4
	Female	119	%36.6
Age	Less than 35 years	58	%17.8
	From 35 to less than 45 years	133	%40.9
	From 45 to less than 50 years	74	%22.8
	50 years and above	60	%18.5
Job title	Faculty Member	162	%49.8
	Specialized Staff	163	%50.2
Years of Experience	Less than 10 years	73	%22.5
	From 10 to less than 20 years	133	%40.9
	From 20 years and above	119	%36.6
Total		325	100.0

Gender: The majority of the study sample was male, as they numbered (206), with a rate of 63.4 % of the total of the sample, while the number of females reached (119) by 36.6 %, which indicates that the majority of the investigators at the university were males, which reflects the increase in the percentage of Male workers.

The job title: The position of a specialized employee formed the majority of the investigators, as it reached (163) by 50.2% and finally the position of a faculty member (162) by 49.8%.

- Years of Experience: A category from 10 to less than 20 years constituted the largest number and reached (133) with a rate of 40.9%, followed by 20 years, and higher (119) by 36.6% and

finally less than 10 years and reached (73) with 22.5%.

-Years of life: The age group between the ages of (35-45) constituted the highest percentage and reached 40.9%, followed by 45-50 years and reached 22.8%, followed by 50 years or more and reached 18.5%, and finally less than 35 years with 17.8%.

The results of the first question and its discussion: What is the level of respondents' perceptions about artificial intelligence in Saudi banks in Abha? To answer the first question, appropriate descriptive tests were used: arithmetic averages, standard deviations, ranking for each dimension of artificial intelligence and the total score of its paragraphs.

Table (3) Results of the first question

M	Statement	Arithmetic mean	Standard deviation	Order	Grade
1	The university cares about the future and its strategic plan is able to predict possible variables	1.7385	1.55433	9	Very low
2	The university adopts information technology to enable employees to respond to client requirements	2.4000	.93953	1	low
3	he university develops alternative plans to face all future circumstances and possibilities	1.7754	1.21030	7	Very low
4	The university has a clear future vision on how to achieve strategic goals.	2.0523	1.19426	3	low
5	The university exchanges special ideas for the implementation of the strategic plan with the staff	1.8708	1.01922	5	low
6	The university is looking forward to the latest developments in educational technology in international universities	2.3200	1.06389	2	low
7	The university meets the demand needs that keep pace with the requirements of the labor market	1.7692	.99643	8	Very low
8	The university conducts environmental analysis to explore the changes and how to cope with them	1.8185	.83572	6	low

9	The University develops policies that are always oriented to the market in which it operates	2.0400	1.18436	4	low
General arithmetic mean Agility Sensor		1.9761	.80287		low
10	Administrative decisions at the university are very flexible.	2.4585	1.50174	2	low
11	Administrative decisions support the competitive position of the university	2.6369	1.19044	1	low
12	Administrative decisions are clear and transparent	2.2708	1.01558	6	low
13	The university makes proactive decisions in anticipation of external changes or sudden circumstances	2.1908	1.19176	8	low
14	Employees are involved in decision-making related to the strategic plan	2.3754	1.18661	3	low
15	The university uses information systems to communicate between its internal units	2.3200	.82537	4	low
16	The university has an organizational memory to formulate future decisions.	2.2677	1.10234	7	low
17	The university has speed in making decisions.	2.2738	1.09520	5	low
18	The university analyzes external developments in education to measure the educational gap.	2.0892	.99755	9	low
General arithmetic mean decision making		2.3203	.84447		low
19	The university renews and develops its regulations, policies and plans in line with the surrounding variables.	2.1785	1.34216	6	Very low
20	The university supports innovation in its various operations.	2.5415	.94066	1	low
21	The university offers advanced products that meet the needs of customers and support their satisfaction and loyalty.	1.9508	1.05878	8	low
22	The university responds to customer complaints quickly and works to resolve them.	2.0862	1.08524	7	low
23	The University delegates full powers to employees to enable them to perform the work entrusted to them.	2.5415	1.19243	2	low
24	The University sets organizational rules and procedures free to adapt to performance according to different changes in the environment	2.2677	1.17288	5	low
25	The University treats employees as partners in the responsibility for achieving the final results	2.3600	1.23088	3	low
26	The university promotes confidence in the abilities of employees to accomplish the tasks assigned to them	2.2646	1.13481	4	low
General arithmetic mean practice and application		2.2738	.84140	6	low
General arithmetic mean of organizational agility		2.1901	.64584	1	low

It is clear from the table that the computational average of the categories of the study sample was (2.1901) and with a standard deviation of its amount. (.

The results of discussing the second question and discussing it: What is the level of the

researchers' perceptions on organizational immunity in its three dimensions (organizational learning, organizational memory, organizational DNA) on Saudi banks in the city of Abha?

Table No. (4) results of the second question

M	Statement	Arithmetic mean	Standard deviation	Order	Grade
Exploration prowess					
1	The university develops organizational strategies to adapt to emergency environmental conditions	2.2677	1.38523	8	Medium
2	The University determines performance indicators that indicate the achievement of its vision and mission	2.6246	.97848	3	Medium

3	The university provides training programs for students to facilitate their integration into the labor market	2.0246	1.06255	12	Low
4	The university determines professional development programs in light of actual needs	2.2615	1.24570	10	low
5	The university studies the needs of the community associated with the work of the university	2.4462	1.34061	6	low
6	The university develops the educational programs it offers in light of the changes in the labor market	2.5385	1.03155	4	low
7	The university is concerned with the self-evaluation processes from which the university's development plan is based	2.6277	.82018	2	Medium
8	The university encourages strategic partnership with universities to enhance their competitiveness.	2.3138	1.25706	7	low
9	The university is looking for modern technological means to employ it at the university	2.2646	1.28769	9	low
10	The university has high planning skills to meet the future needs of the university and society	2.6615	1.32959	1	Medium
11	The university develops new services and provides them to the beneficiaries	2.4831	1.23373	5	low
12	The university adopts a policy of continuous improvement and creativity in providing services to beneficiaries	2.1569	1.10693	11	low
General arithmetic mean Exploration prowess		2.3892	.85677	low	
Versatility of exploitation					
13	The university sets schedules for the implementation of all planned tasks and activities	2.5754	1.33957	6	low
14	The university develops its strategic plan with the participation of relevant parties	2.9846	1.13165	3	Medium
15	The university is keen to provide educational services that support the university's resources	2.9631	1.07376	4	Medium
16	The university engages the local community in the planning processes for setting priorities	3.1262	1.14642	1	Medium
17	The university is keen to invest the available opportunities in order to achieve the university's goals	3.0308	1.11068	2	Medium
18	The university is keen to develop the performance of employees through professional development programs and experiences	2.7231	1.25102	5	Medium
19	The university reviews its vision and mission periodically	2.4400	1.15748	7	low
20	The university uses modern technologies in marketing its services on a large scale	2.3415	1.22360	8	low
21	The University promotes the principles of transparency and accountability in the management of financial resources	2.2492	1.20801	9	low
General arithmetic average Exploitation prowess		2.5521	.72273	low	
General arithmetic mean Organizational prowess		2.5754	1.33957	low	

It is clear from the table that the computational average of the study sample categories was (2.5521) and with a standard deviation of its amount (72273) and it is noted that the mathematical averages of phrases, which means the approval of the study sample on all elements after the organizational ingenuity and the extent of its clarity at the sample where each phrase obtained an average approaching (3) This

indicates the importance of all these phrases from the face of the sample.

Test of the hypotheses: For the first main hypothesis test, there is a statistically significant relationship between actual practices of the organizational grace dimensions combined at King Khalid University and the dimensions of organizational ingenuity gathered in the face It is as follows:

Table (5) Correlation matrix between the total score of the axis of organizational agility and organizational prowess

Variables	Statement	Organizational prowess	Exploration prowess	Versatility of exploitation
Total degree of organizational agility	R	.334**	.038	.529**
	Sig	.000	.500	.000

\*\*\*. Correlation is significant at the 0.01 level (2-tailed).

The table shows that there is a strong and direct link between organizational agility as an independent variable and organizational ingenuity as a continued variable, as the value of the correlation coefficient (.334 \*\*) reached, with a potential value (. A statistically significant relationship between organizational agility and organizational ingenuity.,

- To test the second main hypothesis: There is a statistically significant relationship between the actual practices of the dimensions of

functional happiness (the agility of the sensing, the grace of decision -making and the grace of application) at King Khalid University and the dimensions of organizational ingenuity (ingenuity of exploration and the ingenuity of exploitation) from the face of the faculty and administrative staff at the university, Pearson's correlation coefficient has been used between the dimensions of organizational agility and the dimensions of organizational ingenuity, each other as follows:

Table (6) The link between the dimensions of organizational agility and the dimensions of organizational ingenuity, each of the limit

Statement	Sensor agility	Decision agility	Application agility	Exploration prowess	Versatility of exploitation
Sensor agility	1	.333**	.233**	.244**	-.173**
Sig		.000	.000	.000	.002
Decision agility	.333**	1	.649**	.314**	.027
Sig	.000		.000	.000	.630
Application agility	.233**	.649**	1	.669**	.225**
Sig	.000	.000		.000	.000
Exploration prowess	.244**	.314**	.669**	1	.527**
Sig	.000	.000	.000		.000
Exploitation prowess	-.173**	.027	.225**	.527**	1
Sig	.002	.630	.000		.000

Where it is clear that there are strong reciprocal relations, as moral came at the level of (0.01) between the dimensions of organizational agility as independent variables and the dimensions of organizational ingenuity as the variables of each of the limits, and I found that the fitness of the sensor is linked to a strong expense link with the ingenuity of the exploration, while after the decision -making is linked to a strong expense With the ingenuity of exploration, finally the agility of the practice / application is linked to a strong correlation with the ingenuity of the sensing as well, and in light

of the above, it was decided to accept the alternative hypothesis and refuse to impose nothingness, which means that it is linked to a strong expense.

Second: To test the main hypothesis Second: There is a statistically significant effect between the dimensions of organizational agility on the extent to which organizational prowess is achieved from the point of view of faculty members and administrative staff at the university. Linear regression coefficient was used.

Table No. (7) Organizational agility regression equation / organizational prowess

Sample	Beta	B	R	R <sup>2</sup>	T	Sig	F	Sig
(Constant)		1.733	.334 <sup>a</sup>	.112	12.934	.000	40.615	.000 <sup>b</sup>
Agility	.334	.374			6.373	.000		

From the table, we find that the correlation laboratory (. The effect of organizational agility and organizational ingenuity, and the following is the modified slope: organizational ingenuity = 1.733+ (0.374 x organizational grace), and the researcher explains that when the organizational agility is present, the organizational ingenuity of banks is achieved and therefore there was a relationship between organizational agility and organizational ingenuity and this study is consistent with with Hughes study, 2018: 206 aimed at focusing on organizational ingenuity and their relationship to the performance of

organizations, and concluded that the organization that seeks to exploit opportunities and discover new opportunities are organizations aimed at achieving leadership and that their interest in ingenuity has a positive impact on its performance rates.

### Study recommendations:

The researcher deals with mechanisms for implementing the results of the study through an action plan as follows:

Table No. (8) Executive Plan to achieve the results of the study

Statement	Recommendations
Deepening the concept of organizational agility	Establishing an organizational culture that supports change, development and renewal of policies that support innovation. Striving to increase the ability to adapt to dynamic turbulent conditions and investing opportunities. Holding workshops to introduce the concept of organizational agility Providing an organizational climate in which agility prevails. Focusing on continuous improvement to change existing practices.
Support and develop sensor agility	Modify existing strategies to suit the environment and gain flexibility. Ability to monitor changes and recognize opportunities and threats Interest in the future vision and develop a clear vision for the future
Supporting and developing the agility of decision-making	Supporting talented people with creative ideas, providing a suitable environment for the application of new ideas, supporting continuous improvement and development, participating workers in decision-making and providing sufficient freedom to perform their work effectively, an effective communication system for the flow of information smoothly, an encouraging environment for university work and the exchange of experiences and skills.
Supporting and developing the agility of practice / application	Developing the organizational structure and investing in modern technology to transfer information and building relationships between institutions and the university Delegate powers to employees to promote the spirit of challenge and flexibility of business performance Encourage ideas of improvement and development.,
Organizational prowess	Organizational prowess Interest in supporting the detection of changes in the internal and external environment to explore and exploit opportunities Adopt and support innovative ideas and distinguished scientific research Develop units within the university for exploratory and investment activities Provide training opportunities that enhance new skills, exchange experiences and skills, and change the method of training.

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### Conflicts of Interest:

The authors declare no conflict of interest

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