



Research Article

© 2022 Hazem Khaled Shehadeh and Mohammed Abed Hussein Al Tae'e.
This is an open access article licensed under the Creative Commons
Attribution-NonCommercial 4.0 International License
(<https://creativecommons.org/licenses/by-nc/4.0/>)

Received: 25 March 2022 / Accepted: 13 June 2022 / Published: 5 July 2022

Organizational Ambidexterity and Its Impact on Organizational Citizenship Behavior: A Case Study in Islamic International Arab Bank in Amman City-Jordan

Hazem Khaled Shehadeh^{1*}

Mohammed Abed Hussein Al Tae'e²

¹Associate Professor, Business Administration,
Zarqa University, Zarqa, Jordan

²Professor, Business Administration,
Zarqa University, Zarqa, Jordan

*Corresponding Author

DOI: <https://doi.org/10.36941/ajis-2022-0115>

Abstract

Organizational Citizenship Behavior (OCB) is one of the most significant topics, because of its great impact on the success of organizations. Organizational Ambidexterity (OA) refers to the ability of organizations to explore new ideas that meet different needs and trends of beneficiaries. Consequently, this research aims to find out organizational ambidexterity's impact on organizational citizenship behavior among employees in Islamic international Arab Bank, Amman – Jordan Branch. The comprehensive survey includes 190 employees. About (38) questionnaires were unanswered and not returned, which represents (20%) of all questionnaires. (152) respondents answered the questionnaire. Results indicated that there is a statistical impact of Organizational Ambidexterity (exploration, exploitation, and flexible organizational structure) on Organizational citizenship behavior among employees in the Islamic International Arab Bank in Amman (IIAB). In light of the results, a set of recommendations were formulated. The study likewise recommended that the capacity of a bank to effectively exploit its present activities and explore new opportunities should be strengthened by adapting existing organizational skills and resources, merging and reconfiguring them, and at the same time developing new capabilities. In addition to, designing specific instruments that allow banks to accomplish separate subunits successfully, especially for many activities: "exploration and exploitation".

Keywords: Organizational Ambidexterity, Organizational Citizenship Behavior, Islamic International Arab Bank, Amman city Jordan

1. Introduction

Ambidexterity creates different types of organizational activities with innovation and changes through using new technology and human efficiencies. It is the art of exploring organizations' things with competencies and dexterity to change the current organizational environment.

Organizational citizenship behavior is one of the most relevant modern concepts that have attracted researchers' attention in the field of organizational behavior, and due to this increasing importance, several trends have emerged that have attempted in one way or another to develop a

concept that depends on principles and theories through which individuals' behavior can be understood within modern organizations, not only study of OCB is useful to managers and business institutions but also it allows workers to understand human behavior within organizations more comprehensively, and this understanding contributes to enhancing and improving the performance and organizational effectiveness that comes as a result of social relations among employees and workers and management on the other hand.

Organizational citizenship behavior has attracted the attention of many organizations, due to the advantages and benefits it provides to individuals and therefore groups alike. OCB is useful to individuals because it improves their performance and productivity, self-development, reduces turnover rates, improves the ability of managers and employees to coordinate activities between group members, still as work teams, and reduces conflicts among individuals, which ends up in cohesion of social scheme between teams work and group members.

The idea of organizational Ambidexterity came as one of the most important trends through which business organizations can face challenges aggressively; In order to ensure the future and permanence of their business.

2. Research Problem and Questions

Theoretically, the researcher found out, by reviewing the contents of the scientific electronic libraries on the Internet and electronic library of scientific periodicals and scientific dissertations for Arab graduate studies programs, it is evident that there is a modest contribution to this topic. A number of studies were found on the subject of organizational ambidexterity and other studies on organizational citizenship behavior. Thus, the researcher did not find studies that combine two variables in a single model.

This study identifies the impact of organizational ambidexterity on organizational citizenship behavior which helps decision-makers in Islamic international Arab Bank in Amman City-Jordan to determine the most important factors influencing organizational ambidexterity on organizational citizenship behavior to understand the reasons for diversity and variation from one person to another to make a decision to deal with them. This study answers the following questions:

Q1- What is the level of organizational ambidexterity (exploration, exploitation, flexible organizational structure) (in Islamic International Arab Bank in Amman City-Jordan)?

Q2- What is the level of organizational citizenship behavior in Islamic International Arab Bank in Amman City-Jordan?

Q3- Does organizational ambidexterity (exploration, exploitation, flexible organizational structure) Impact organizational citizenship behavior in Islamic International Arab Bank in Amman City-Jordan?

3. Importance of Research

3.1 Theoretical importance

The study provides a detailed analysis of organizational ambidexterity, and organizational citizenship behavior and defines basic elements of each of them: (its concept, importance, and dimensions), which form its theoretical assumptions, as the study deals with two sensitive contemporary issues in business administration, which have captured interests of researchers in management literature.

This study sought to establish and discuss necessary research questions, and their answers provide a basis for developing theory and practice about organizational ambidexterity and organizational citizenship behavior, specifically, as the study focuses on those questions, this allows researchers to develop good research studies capable of making contributions to theory and enhancing our knowledge of organizational ambidexterity and organizational citizenship behavior.

Furthermore, this research is an attempt to enrich the Arab Library with a topic that is

considered one of the most important management topics in our modern era.

3.2 Practical Importance

The study provides important information to Islamic International Arab Bank in Amman City-Jordan regarding creating good methods of using ambidexterity and innovation to present services to beneficiaries. This study sheds light about knowing how to improve the organizational citizenship behavior of employees working in Islamic International Arab Bank in Amman City-Jordan while thinking of producing the best services to customers.

4. Objectives of Research

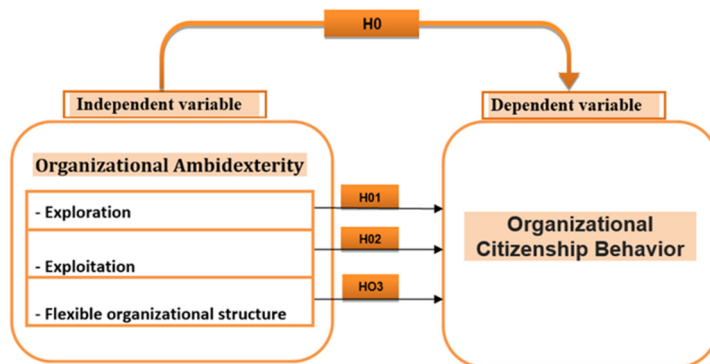
This study seeks to identify organizational ambidexterity's impact on organizational citizenship behavior. This basic objective can only be achieved by achieving the following:

1. Explaining the relationship between organizational ambidexterity and organizational citizenship behavior.
2. Studying whether organizational ambidexterity contributes to increased performance and competitive advantage of organizations.
3. The research tries to analyze the factors which can improve organizational ambidexterity and organizational citizenship behavior.

5. Research Model

Based on previous studies, a study model was developed after referring to the study of Banahene Stephen, Eric Ahudey, and Abigail Asamoah (2017).

5.1 Study hypotheses



5.2 Major Hypothesis

H₀: There is no statistically significant impact of organizational ambidexterity dimensions (exploration, exploitation, and flexible organizational structure) on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$).

Sub-hypotheses.

H₀₁: There is no statistically significant impact of exploration on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$).

H02: There is no statistically significant impact of exploitation on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$).

H03: There is no statistically significant impact of flexible organizational structure on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at the significance level ($\alpha \leq 0.05$).

6. Procedural Definitions

Organizational ambidexterity: An embodiment of Islamic International Arab Bank's ability to invest in the best of current opportunities available, and to search for new opportunities in the banking sector.

Exploitation: Efforts that focus on providing current services, continuously improving them, and taking advantage of economies of scale in Islamic International Arab Bank.

Exploration: Efforts that focus on creating new services that go beyond existing services and marketing them in new markets through new and innovative distribution channels.

Flexible organizational structure: An embodiment of the ability of an organization's structure to respond to internal and external changes, within the framework of changing tasks and functions, control and control systems, powers and responsibilities, and other structural frameworks in Islamic International Arab Bank.

Organizational citizenship behavior: Individual's selective behavior towards Islamic International Arab Bank in which he works, and is represented in increasing exercised effort to improve the organization's performance without waiting for compensation, material, moral return, or procedural.

7. Previous Studies

Researchers are interested in the subject of organizational ambidexterity and organizational citizenship behavior because of its importance in the field of management, researcher mentions some of them as follows:

A.Azmy (2022) found that there is an effect Significant and statistically significant for organizational ingenuity (Explore opportunities - Exploit opportunities - Flexibility In the organizational structure) to achieve leadership (risk management - creativity - promoting entrepreneurial culture) Companies manufacturing electrical and electronic devices under study).

The study also found that the management of Egyptian companies is not interested in providing a supportive environment for achieving leadership by working on providing programs, training courses, seminars and various initiatives to acquire workers with advanced qualitative skills.

Abu Zaid (2019) found that there is a positive impact of strategic thinking on organizational ambidexterity, and its dimensions are represented by exploration and exploitation. The study recommended the necessity for companies to adopt strategic thinking in strategic planning processes and implementing strategies, study also suggested working on providing necessary supplies and facilitating the strategic thinking process.

Michael et al. (2019) indicated that ambidexterity's interaction with market orientation had a positive organizational performance impact. The authors also examined the influence of resource allocation on organizational performance. They suggest that the co-existence of exploration and exploitation is important to organizational performance.

Sahoo and Mohanty (2019) refer to employee engagement impact on organizational citizenship behavior. Using various methods, they show there are positive and strong relations of dimensions in employee engagement and OCB. More research is needed regarding these dimensions.

Wei (2019) points out that organizational ambidexterity among space companies depends on competing successfully.

Per (2011) states that organizational ambidexterity is the organization's capability that can

appear through its exploiting its current knowledge and exploring new knowledge technology and markets to increase long-term development. Regarding the construction industry, there should be a balance between exploitation and exploration.

Hashim et al. (2018) in their study indicated that there is a strong impact of ambidexterity on organizational success.

Krishna (2017) determines the importance of balancing exploration and exploitation strategy via conceptualization to enhance organizational ambidexterity dynamically.

Stella et al. (2019) emphasizes that organizational citizenship behavior influence on employee productivity.

Yunduk et al. (2019) mentioned that most sub-factors of organizational influence on OCB. Coefficients were statistically significant. Findings revealed that perceived empowerment influenced OCB.

Arif et al. (2017) explained that there was a direct and indirect effect in the relation between job satisfaction and OCB and that these relations were mediated by organizational commitment which, in turn, contributes as a mediator that makes job satisfaction has an impact on OCB.

Banahene et al. (2017) examined measurement of OCB and its impact on work satisfaction and loyalty. They found that there was the beneficial outcome of OCB on client reactions and organizational performance.

David (2017) determined five possible steps in developing ambidexterity which is a development by single-loop learning, conflicts, and detection, development of context or lack of development, double-loop learning, reaching ambidexterity, and possible structural separation.

Hang (2017) refers that, scholars based on the balance view have confidence that organizational ambidexterity is measured by the absolute value of the impact of competing for strategic behavior, while scholars based on the integration view believe that organizational ambidexterity is mainly measured by-product of competing for strategic behavior.

Nico (2016) explains that organizational ambidexterity goes far beyond a pure knowledge orientation. It shows that realized absorptive capacity can lead to both, exploratory and exploitative innovation, since it allows companies to create and integrate new combinations of knowledge and exploit existing knowledge at the same time, thus fostering ambidexterity. Overall, the results illustrate that absorptive capacity can lead to ambidexterity which in return, opens room for future research.

Andrew and Cazares (2015) examined organizational citizenship behavior (OCB) on public organization performance. The result shows that workers want to serve and improve government assistance of others, furthermore, they most likely perform past their activity necessities and along these lines, they have a positive perspective on organizational performance.

Daniel and Denise (2015) tended to address how organizations develop the ability to use ambidexterity time; they recognized prerequisites for organizations to get able to use ambidexterity, just as investigating associations of ambidexterity to use them in organizing activities and work of the organization. They conceptualized exploration and exploitation relation as an incomprehensible relation, these prompt framing dual basic arrangements: the ability to use ambidexterity strategies encouraging and blocking oddity-related traps.

Anna (2015) states that ambidexterity provides firms to balance exploration and exploitation for innovation and foremost a leadership challenge.

Bausch (2011) pointed out that leadership behaviors have to be adaptive to the situation as required. Moreover, leadership behaviors have to be continuously balanced and present to a different degree along with a situation.

Mohammad et al. (2015) demonstrated that organizational citizenship behaviors dimensions: unselfishness, reliability, fairness, graciousness, and metro ethicalness regarding employees, impact strongly on knowledge sharing.

Charles and Michael (2013) stated that organizational ambidexterity increases an organization's ability to compete using innovative tools and exploring innovative markets.

Mathew (2018) refers to that organizational ambidexterity provides benefits essentially from the input of scholars outside the realm of management as well as provides managers with detailed analysis, documentary, and corpus of reference material regarding organizational ambidexterity.

Mohammad et al. (2019) clarify that ambidexterity is a significant aspect of increasing a general firm's performance. Organizational ambidexterity is defined ability to concurrently follow both exploration and exploitation and make changes based on adopting multiple and contradictory processes inside the firm.

8. Theoretical Framework

Nowadays researchers focus more on writing about organizational ambidexterity while organizations try to develop their activities effectively to be more stable and maintain to face competition.

8.1 Organizational Ambidexterity

Hughes (2018) refers that organization's ambidexterity is a new topic in management research that has begun to develop very rapidly over the past 17 years.

Whereas Soledad et al. (2019) find that ambidexterity refers to the existence of multiple contradictory structures, processes, and cultures, some of which are optimized through innovation.

Lesya (2016) points out that to survive in long term, an organization needs to exploit existing capabilities and explore alternative opportunities. The ability to do both activities simultaneously is called organizational ambidexterity.

Organizational ambidexterity (OA) refers to an interaction between exploitation and exploration that happens in a firm simultaneously (Tran,2016).

Organizational ambidexterity can be well-defined as organization's capability to exploit its current competencies as and to explore original prospects that represent main organizational learning. (Bonesso and Scapolan, 2014).

8.2 Ambidexterity dimensions

Many researchers have begun to use organizational ambidexterity as a basic structure for distinguishing two-way direction of organization in relation to exploitation and exploration (Cao et al., 2009). Organizational ambidexterity includes exploring and acquiring new knowledge from external environment, in addition to exploiting reusing existing internal knowledge. March (1991) is considered first to introduce concepts of exploitation and exploration into administrative literature. Hence, majority of researchers emphasize that organizational ambidexterity includes two main dimensions, namely: "Exploitation" and "Exploration" (Popadić, et al., 2015), (Benner and Tushman, 2003), (Gupta et al., 2006). Other researchers add third dimension, which is: "Flexible organizational structure" (Simsek et al., 2009). Based on above, there is nearly consensus by many researchers that organizational ambidexterity has three dimensions (He & Wong, 2004), (Simsek, 2009), (Shoo, 2010). These three dimensions are as following:

8.2.1 Exploration

Vinicius et al. (2020) indicate that exploration is related to new markets that need greater flexibility, autonomy, and experimentation. When discussing this topic, Reis et al. (2011) presented a visualization of exploration efforts as a result of an idea that leads to a product, service, process, or business that is completely new, not yet available in the market, so that its introduction in the market will contribute to breaking structure. From the point of view of Popadiuk (2015) exploration efforts in any organization refer to research, investigation, discovery, study, observation, entrepreneurship, surveying, prospecting, and experimentation; with aim of searching for and creating new knowledge,

which can arise from both external environments, and internal environment aiming of reducing costs or increasing profit margin, which leads to competitiveness.

8.2.2 *Exploitation*

Pai (2007) indicates that exploitation embodies an organization's ability to improve its activities. To create value in the short term, it's also designed to meet the needs of existing customers in the current markets and seeks to expand existing knowledge and skills, as well as expand existing products, while also increasing existing distribution channels. Hammouda and Al-Sheikh (2010) assert that optimal investment for opportunities includes all opportunities in an organization's work environment, which represent possibilities for growth and obtaining a sustainable competitive advantage.

From the point of view of Popadiuk (2015), the activity of exploitation is using tangible and intangible resources, because of this exploitation, the organization develops an activity related to refinement, choices, improvement of processes, control, and personnel.

In short, organizations that focus on exploitation efforts, are achieving successive improvements in their existing processes or products; In order to enhance the added value of the organization, which affects the general rate of productivity growth resulting from increased technological efficiency, productivity, accuracy in operations and pursuit of better product quality.

8.2.3 *Flexible organizational structure*

Researchers (Simsek, et al., 2009) believe that organizational ambidexterity requires the creation of independent structures, each of which has its own strategies, cultures, and incentive systems.

Therefore, we find roots in concepts of classifying organizational structures in management literature in general, and in design literature. Organizational structure, in particular, indicates the importance of maintaining harmony between organizational structure and necessary design requirements, as well as requirements of the environment alike. Hence, division and interrelated ingenuity are achieved within different structural units, for example, managing distinguished team, organizational structure, culture, control systems, and incentive structure, as each unit works independently, and at the same time, there is organizational communication; which leads to achieving dexterity.

This necessitates coordination between optimization of existing opportunities (exploitation) and searches for new opportunities(exploration).

To achieve synchronization through a common vision, and work of the senior management team. That is, organizational ambidexterity is more prominent and more evident in structurally independent organizational units because seeking to optimize the use of current opportunities and searching for new opportunities through individuals in independent organizational units are encouraging, and more broadly than in units with traditional structurally restricted organizational structures.

8.3 *Exploration and Exploitation on Organizational Ambidexterity*

Reliability and productivity of various organizational fields can be increased by exploitation-related activities, where exploration activities improve the organization's capability to enhance new knowledge. (Levinthal and March 1993).

Exploration or learning through exploration activities can be done through investing in finding original knowledge and market openings to protect future economic improvements (Lavie et al. 2010). Exploitation means rather the implementation, incremental innovation, and refinement of existing products and services (Rosing et al., 2010).

9. Organizational Citizenship Behavior

The concept of organizational citizenship behavior was first introduced in the mid-1980s by Dennis (1988).

Dennis defined organizational citizenship behavior (OCB) as " an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

- Perhaps the behavior of organizational citizenship is one of the most prominent of those concepts that have been employed in the institutional field. Doro (2019) Stated that Organizational Citizenship Behaviors (OCBs) are activities that are voluntary, go beyond the formal obligations of employees, and significantly affect the efficiency of the entire organization.

Podsakoff (2009) mentioned that employee performance is influenced by OCB. Organizational citizenship behavior is informal practices in the job environment rewarded by an organization to employees to increase job motivation and job satisfaction, as well as improved engagement, happens for organizational citizenship behavior when there are positive working relationships, employee input in decision making, supporting growth and developing learning opportunities.

- As for Mustafa (2017), the defined the concept of organizational citizenship behavior as It is an informal, optional behavior that does not fall within performance expectations of the official role stipulated in official regulations. Therefore, it is a behavior that is not directly related to incentives or rewards systems. By voluntarily, a member contributes positively to improving the efficiency and effectiveness of the organization in which he works.

In light of the previous different points of view, the organizational citizenship behavior can be defined as an administrative method that is possessed by individuals who are ready to make sacrifices, efforts, and endeavors to achieve the goals of the organization, perform functional operations, and accomplish tasks that exceed the scope of functional requirements.

9.1 Importance of organizational citizenship behavior:

The importance of organizational citizenship behavior appears through its role in raising the rates of creativity and innovation within the practical context of institutions, which was indicated by both (Masoud and Abdel Hafeez, 2017) when they emphasized that the behavior of organizational citizenship works to encourage creativity and innovation in the organization, and also supports a sense of responsibility and works to reduce labor turnover rates, and achieve job satisfaction.

10. Research Methodology

For the purpose of achieving study objectives, this study based on descriptive analytics.

10.1 Research Population and its Sample

The population consists of Islamic International Arab Bank in Amman branches (IIAB), IIAB has about 40 branches spread out in Amman. The comprehensive survey includes 190 employees. Based on Sekaran table (Sekaran, 2003), the survey should not be less than (127) respondents, but the researcher prefers distributing questionnaires to all staff to achieve more accuracy and avoid mistakes. About (38) questionnaires were unanswered and not returned, which represents (20%) of all questionnaires. A comprehensive survey consists of (152) respondents.

10.2 Study Instrument

The researcher collected data by designing a questionnaire based on literature, it included (31) items, (7) items for exploration, (7) items for exploitation, (6) flexible organizational structures, and (11)

items for Organizational Citizenship Behavior.

10.3 Structure Validity of the Questionnaire

Table (1) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table 1: Correlation coefficient of each field and the whole of questionnaire.

Study Variables	Spearman correlation coefficient	P-Value (Sig)
Exploration	0.859	0.001 [*]
Exploitation	0.921	0.001 [*]
Flexible organizational structure	0.903	0.001 [*]
Organizational Citizenship Behavior	0.899	0.001 [*]

10.4 Reliability

Reliability is an assessment tool that produces stable and consistent results. Minimum acceptable level (Cronbach's Alpha ≥ 0.70) as suggested by (Sekaran, 2003). Table (2) shows the reliability of independent and dependent variables.

Table 2: Shows Cronbach's Alpha Coefficient (Internal consistency of items)

Study Variables	No. of items	Cronbach's alpha
Exploration	7	0.754
Exploitation	7	0.788
Flexible organizational structure	6	0.819
Organizational Citizenship Behavior	11	0.762
Overall Tool		0.878

Table (2) shows that all Cronbach's alpha values in study variables' reliability are more than (0.7), therefore study results are accepted based on (Sekaran, 2003).

To indicate the level of the variables in IIAB, the researcher used the arithmetic mean and importance level.

Table 3: Shows Arithmetic mean of variables

Variables	Arithmetic mean	Importance
Exploration	3.27	Medium
Exploitation	3.39	Medium
Flexible organizational structure	3.76	High
Organizational Citizenship Behavior	3.78	High

The result indicates IIAB has exploration and exploitation are within medium importance, dimension of level Flexible organizational structure implementing with high level in IIAB, most of IIAB employees have highly Organizational citizenship behavior toward the bank.

10.5 The Multicollinearity

The variance inflation factors and tolerance effect were calculated by multiple regression procedures with collinearity diagnostic options. See table (4).

Table 4: Variance Inflation factor

Variables	VIF	Tolerance effect
Exploration	2.528	0.183
Exploitation	3.298	0.353
Flexible organizational structure	4.740	0.274
Organizational Citizenship Behavior	3.391	0.228

As we can see from (Table 4) all independent variables' tolerance effect is more than (0.1), on the other hand, all VIF less than (10), indicating a lack of multicollinearity within exogenous constructs

10.6 Major hypothesis

H₀: There is no statistically significant impact of organizational ambidexterity dimensions impact (exploration, exploitation, and flexible organizational structure) on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$).

For the purpose of testing a major hypothesis, the researcher used Multiple Linear Regression. Table (5) shows the results of Multiple Regressions of the major hypothesis:

Table 5: Shows results of Major Hypothesis's Multiple Regressions

DV	r	r ²	F	Sig	IDV (Organizational Ambidexterity)	B	T	Sig
Organizational Citizenship Behavior	0.678	0.459	82.751	0.000	Exploration	0.217	5.644	0.001
					Exploitation	0.109	3.417	0.001
					Flexible organizational structure	0.321	6.225	0.001

Table (5) shows that research DV (Organizational Citizenship Behavior) and independent variables (exploration, exploitation, and flexible organizational structure) are significant because the significance of F is (0.00), which is less than (0.05), therefore we refuse H₀ and accept the alternative hypothesis. There is a statistically significant organizational ambidexterity dimensions impact (exploration, exploitation, and flexible organizational structure) on Organizational Citizenship Behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$). Correlation between DV and IDV R₂ = 0.459. This means independent variables' contribution impacts the dependent variable by 45.9%

10.7 First sub-hypothesis

H₀: There is no statistically significant impact of exploration impact on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$).

The researcher used Simple Linear Regression. Table (6) shows the result of the Simple Regression of the First Sub- Hypothesis.

Table 6: Shows results of simple regressions of First Sub-Hypothesis

DV	R	R ₂	IDV	B	t calculated	t Table	Sig
Organizational Citizenship Behavior	0.538	0.289	Exploration	0.434	10.141	1.96	0.001

The hypothesis was tested at a significant level ($\alpha \leq 0.05$), as a table (6) shows the following results: The calculated t value is (10.141), which is higher than the tabulated t-value (1.96), proving that there is a statistically significant impact between IDV on DV. P-value is less than (0.05), and the researcher rejects H₀₁ and accepts the alternative one. There is a statistically significant impact of exploration impact on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at a significance level ($\alpha \leq 0.05$)

Table (6) also explains that there is a positive (strong) relation between IDV and DV, where the r value is ($r = 0.538$), and it is more than 0.5 (Cohen, 1988). This, indicating if the independent variable increases, it will positively impact the dependent variable. In addition, the exploration variable contribution to organizational Citizenship Behavior is (28.9%) where ($R_2 = 0.289$). Bis (0.434), this shows that an increment in one unit in exploration will increase Organizational Citizenship Behavior by 43.4%.

H₀₂: There is no statistically significant impact of exploitation impact on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) at the significance level ($\alpha \leq 0.05$).

With the intention of testing the Second Sub-Hypothesis, the researcher used Simple Linear Regression. Table (7) shows the result of the simple regression of the Second sub-hypothesis.

Table 7: Shows results of simple regressions of Second sub-hypothesis

DV	R	r ₂	IDV	B	t calculated	t Table	Sig
Organizational Citizenship Behavior	0.488	0.238	exploitation	0.406	9.539	1.96	0.001

The hypothesis is tested at level ($\alpha \leq 0.05$), Table (7) shows the following results: Calculated t-value is (9.539), where it is higher than **tabulated** t-value (1.96), indicating impact of IND on DV.

P-value is less than (0.05), researcher rejects null hypothesis and accepts alternative one.

Table (7) shows a positive (medium) correlation between DV and IND, where the r value is ($r = 0.488$), it is between 0.49 and 0.3 (Cohen, 1988). Therefore, indicating if the independent variable increases, it will positively impact the dependent variable. In addition, exploitation variable contribution to organizational Citizenship Behavior is (23.8%), where ($r_2 = 0.238$). B is (0.406), which means increasing one unit of exploitation increases Organizational Citizenship Behavior by 40.6%.

H₀₃: There is no statistically significant impact of flexible organizational structure impact on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) with a significance level ($\alpha \leq 0.05$).

Table 8: shows results of simple regression for Third-sub hypothesis.

DV	r	r ₂	IDV	B	t calculated	t Table	Sig
Organizational citizenship behavior	0.556	0.309	Flexible organizational structure	0.442	11.323	1.96	0.001

The hypothesis was tested at level ($\alpha \leq 0.05$), Table (8) shows the following results: Calculated t-value is (11.323), it is higher than tabulated t-value (1.96), and this indicating

impact of IND on DV.

P-value is less than (0.05), researcher rejects null hypothesis and accepts alternative one. There is statistically significant impact of flexible organizational structure impact on organizational citizenship behavior in Islamic International Arab Bank in Amman (IIAB) with a significance level ($\alpha \leq 0.05$).

Table (8) shows a positive (strong) correlation between DV and IND, where the r value is ($r = 0.556$), it is more than 0.5, (Cohen, 1988) indicating if the independent variable increases, it will positively impact on the dependent variable. In addition, flexible organizational structure variable contribution to Organizational Citizenship Behavior is (30.9%) where ($r^2 = 0.309$). B is (0.442) means increasing one unit in a flexible organizational structure increases Organizational Citizenship Behavior by 44.2%

11. Discussion

The Findings of the study showed a significant impact of Organizational Ambidexterity (exploration, exploitation, and flexible organizational structure) on Organizational citizenship behavior.

These findings confirm the results of (Michael et al., 2019) indicated that ambidexterity's interaction with market orientation had a positive organizational performance impact.

They suggest that the co-existence of exploration and exploitation is important to organizational performance.

It's also consistent with the (A.Azmy, 2022) study results which found that there is a significant impact of organizational Ambidexterity (Explore opportunities - Exploit opportunities - Flexibility In the organizational structure) to achieve leadership (risk management - creativity - promoting entrepreneurial culture) Companies manufacturing electrical and electronic devices understudy.

It is also consistent with the results of (Per, 2011) study which emphasized that organizational Ambidexterity is an organization's ability that can be demonstrated by exploiting its existing knowledge and exploring new knowledge technologies and markets to increase long-term development.

It also agrees with the results of (Hang, 2017) when he indicated that scholars who rely on the balanced view have confidence that organizational Ambidexterity is measured in absolute terms of the impact of competition on strategic behavior, while scholars rely on the view of complementarity. We believe that organizational prowess is primarily measured as a byproduct of competition for strategic behavior.

Finally, the study findings agree with the (Hashim et al. (2018) study result which indicated that there is a strong impact of ambidexterity on organizational success.

12. Conclusion

The result indicates IIAB has exploration and exploitation are within Medium importance, dimension of level Flexible organizational structure implementing with high level in IIAB, most of IIAB employees have highly Organizational citizenship behavior toward the bank.

Results indicated that there exists a statistically impact for organizational ambidexterity dimensions (exploration, exploitation, and flexible organizational structure) on Organizational Citizenship Behavior in Islamic International Arab Bank in Amman (IIAB). In addition,

Organizational ambidexterity dimensions have a direct and strong relationship with Organizational Citizenship Behavior; the relation among variables is (0.678). Similarly, ambidexterity dimensions contribute to about (46%) of OCB.

There is a statistically significant impact for exploration impact on OCB in Islamic International Arab Bank in Amman (IIAB). In addition, exploration has a direct and strong relationship with Organizational Citizenship Behavior, the relationship between variables is (0.538). Likewise, exploration contributes about (29%) to Organizational Citizenship Behavior.

There is a statistical impact of exploitation on OCB in the Islamic International Arab Bank in Amman (IIAB). In addition, exploitation has a direct and medium relationship with Organizational Citizenship Behavior; the relation between variables is (0.488). Correspondingly, exploitation contributes to about (24%) of Organizational Citizenship Behavior.

There is a statistical impact of flexible organizational structure on OCB in (IIAB) in Amman. Furthermore, the flexible organizational structure has a direct and strong relationship with Organizational Citizenship Behavior, as this is clear from the relation between variables (0.556). Flexible organizational structure contributes to about (31%) of Organizational Citizenship Behavior. Then, it is the highest contribution among organizational ambidexterity dimensions.

13. Recommendations

Firm needs to successfully exploit its current activities and explore new opportunities by re-adapting skills and existing organizational resources, and merging them, at the same time reconfiguring and developing new capabilities to enable the bank to survive and be able to face change.

More attention to providing outstanding excellent services; by expanding those provided services to clients, to better upgrade and realize current opportunities by exploiting them.

Encouraging employees to create new products that are compatible with contemporary needs and to know what their competitors are seeking in the market.

More attention and effort in creating options that assist managers in making important adjustments to tasks and jobs at various levels, easily and flexibly in many areas.

Specific mechanisms must be designed to enable the bank to successfully manage separate subunits, for “exploration and exploitation” activities, and to take advantage of common assets and resources in ways that make it easier for a bank to adapt to new opportunities and threats. The presence of these characteristics allows the bank’s management to reconfigure talent and existing assets.

Exploring new opportunities that make the bank continues to compete in mature markets. In absence of these elements, forces of inertia keep a bank focused only on the exploitative part of an activity. The study recommends that attention should be paid to bank’s management regarding the issue of job security, as is the case with other issues, and not to rely solely on the bank’s history of successes to achieve a sense of job security, given the importance of this topic in enhancing the behavior of organizational citizenship, **through:**

- ❖ The bank sets several conditions in its contracts that would achieve job security for workers.
- ❖ Establishing an appropriate mechanism that would give bank employees the opportunity to take decisions related to them.
- ❖ Allowing bank employees to represent the union and join its elected members on the company’s board of directors.

14. Acknowledgement

This research is funded by the Deanship of Research and Graduate Studies at Zarqa University, Jordan

References

- Abu Zaid. A. (2019) Role of strategic thinking in building organizational ambidexterity: an applied study on Jordanian public shareholding companies. *Jordan Journal of Business Administration*, 15 (3), 311.
- Andrew, Simon A., & León-Cázares, Filadelfo (2015). Mediating Effects of Organizational Citizenship Behavior on Organizational Performance: Empirical Analysis of Public Employees in Guadalajara, Mexico. *EconoQuantum*, 12(2),71-92.
- Abdel Aziz, Ahmed AzmyZaki (2022) “The impact of the dimensions of organizational ambidexterity on achieving leadership for business organizations, a field study by application on companies manufacturing electrical and electronic devices”, *The Scientific Journal of Financial and Commercial Studies and Research, Faculty of Commerce - Damietta University*, Volume Three, Number One Part Three January 2022.

- Banahene, S, Ahudey, E. & Asamoah A. (2017) The Measurement of Organizational Citizenship Behavior and its Impact on Job Satisfaction and Loyalty Among Christian Workers in Ghana, *International Journal of Business Marketing and Management (IJBMM)*,2(5).
- Benner, M.J., & Tushman, M. (2003) Exploitation, exploration; and process management: The productivity dilemma revisited, *Academy of Management Review*,28(2).
- Bonesso, S. Gerli, F. & Scapolan, A. (2014). The individual side of ambidexterity: Do individuals' perceptions match actual behaviors in reconciling the exploration and exploitation trade-off? *European Management Journal*,32(3).
- Cao, Q., Gedajlovic, E., & Zhang, H. (2009). Unpacking organizational ambidexterity: Dimensions, contingencies, and synergistic effects. *Organization Science*, 20(4), 781-796.
- Charles, A. O'Reilly & Tushman, M. L. (2013) *Organizational Ambidexterity: Past, Present and Future*, Academy of Management Perspectives, Boston, US.
- Christensen, C. M. (1997) *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, Boston, MA: Harvard Business School Press.
- Daniel K. & Denise F. (2015) Organizing for Ambidexterity: A Paradox-based Typology of Ambidexterity Related Organizational States, *Journal of Rio Federal University*,12(4).
- David, T. (2017) *Formation of Contextual Ambidexterity in Middle-Sized Companies*, [Published PhD Thesis, Department of Strategic Management, Corvinus University of Budapest].
- Dorota, G. P. (2019). The Relationship between Organizational Commitment and Organizational Citizenship Behaviors in the Public and Private Sectors. *Journal of Sustainability*, Faculty of Economic Sciences and Management, Nicolaus Copernicus University in Torun, ul.
- Dennis, Alan R., et al. "Information technology to support electronic meetings." *MIS quarterly* (1988): 591-624.
- Hang, W. (2017) *Exploring the Origin, Definition and Measurement of Organizational Ambidexterity*. Business School, East China University of Political Science and Law, Shanghai, China.
- He, Z. L., & Wong, P. K. (2004). Exploration vs. exploitation: an empirical test of the ambidexterity hypothesis. *Organization Science*, 15(4).
- Hughes, M. (2018). Organizational ambidexterity and firm performance: Burning research questions for marketing scholars. *Journal of Marketing Management*, 34(1-2), 178-229.
- Krishna, R. B. (2017) *Internationalization and Organizational Ambidexterity for Sustainable Performance Moderating Effects of Firm-Specific Advantages and Competitive Strategies*, [Published Thesis, Business Administration Department, University of Vaasa].
- Lavie, D., Stettner, U., & Tushman, M. L. (2010). Exploration and Exploitation Within and Across Organizations. *The Academy of Management Annals*, 4(1), 109-155.
- Levinthal, D., & March, J.G. (1993) The myopia of learning, *Strategic Management Journal*, Vol.14.
- Lesya, D. (2016) *Organizational ambidexterity: a fractal and dynamic case*. Business Administration. Université de Strasbourg.
- March, J. G. (1991) Exploration and exploitation in organizational learning. *Organization science*, 2(1).
- Michael Yao-Ping Peng 1, Ku-Ho Lin Dennis Liute Peng, & Peihua Chen (2019) Linking Organizational Ambidexterity and Performance: The Drivers of Sustainability in High-Tech Firms, *Journal of Sustainability*, Vol.11.
- Mohammad F. A., Keith W. G & Paulina, J. (2019) Organizational Ambidexterity and Human Resource Practices, *The International Journal of Human Resource Management*, 30(4).
- Mohammad Reza Dehghanii, Ali Asghar Hayati, JavadKojurii, and KeramatEsmi (2015) Role of Organizational Citizenship Behavior in Promoting Knowledge Sharing, *Journal of Health Management and Informatics*,2(4).
- Nico, Klinger (2016) *Organizational Ambidexterity and Absorptive Capacity*, Otago Management Graduate Review, Vol14.
- Pai, A. (2007)" Overcoming the Innovator's Dilemma through Organizational Ambidexterity within the Indian Pharmaceutical Industry" University of Nottingham.
- Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS*: Open University Press.
- Per Erik Eriksson (2011) *Organizational Ambidexterity in The Construction Industry*, International Conference of Management and Innovation for a Sustainable Built Environment,20-23 June, Amsterdam, Netherlands.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009) Individual and Organizational level Consequences of Organizational Citizenship Behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1).
- Popadić, M., Černe, M. & Milohnic, I. (2015) Organizational Ambidexterity, Exploration, Exploitation and Firms Innovation Performance, *Organization*,48(2).

- Rosing, K., Rosenbusch, N., & Frese, M. (2010). Ambidextrous Leadership in the Innovation Process. In Innovation and international corporate growth, Springer Berlin Heidelberg.
- Sahoo, R. and Mohanty, S. (2019) Impact of Employee Engagement on Organizational Citizenship Behavior: An overview, *Revista Espacios*, 40(7).
- Schindler, Anna. Ambidextrous Leadership: the role of flexibly switching between opening and closing leadership behaviors for team innovative outcome in the case of management consultancies. MS thesis. University of Twenty, 2015.
- Sekaran, U & Bougie, R. (2003), *Research Methods for Business: A Skill Building Approach* (5th edition) John Wiley & Sons.
- Shoo, (2010) "When to be and how to be ambidextrous? The relationship between environmental pressures innovation strategy and organizational capabilities" China
- Simsek, Z. (2009). Organizational ambidexterity: Towards a multilevel understanding. *Journal of Management Studies*, 46(4).
- Simsek, Z., Heavey, C., Veiga, J. F., & Souder, D. (2009). A typology for aligning organizational ambidexterity's conceptualizations, antecedents, and outcomes. *Journal of Management Studies*, 46(5).
- Barsulai, Stella, Richard Makopondo, & Erick Fwaya. "The effect of organizational citizenship behavior on employee productivity in star rated hotels in Kenya." (2019).
- Tabachnick, B. G. & Fidell, L. (2012). *Using Multivariate Statistics: International Edition*: Pearson.
- Tran, Q. Huy (2016) Top Management Team Behavioral Integration, Organizational Ambidexterity, and Firm Performance: Empirical Evidence from Small Businesses, *Strategic Management Quarterly*, 4(3)
- Vinicius, M. et al. (2020) Carving out New Business Models in a Small Company through Contextual Ambidexterity: The Case of a Sustainable Company, *Journal of Sustainability*, MDPI 12(6).
- Wei Y. C. & Nam, H. H. (2019) Organizational Ambidexterity: How space companies can balance exploitation and exploration to compete successfully in the launch business, [Published Thesis, Toulouse Business School].
- Yunduk, J., Euisoo, K., Minhong, K. & James J. Z. (2019) Exploring Relationships among Organizational Culture, Empowerment, and Organizational Citizenship Behavior in the South Korean Professional Sport Industry, *IDEAS* 11(19), pages 1-16