



# EFFECT OF TOP MANAGEMENT TEAM BEHAVIORAL INTEGRATION IN PROMOTION ORGANIZATIONAL AMBIDEXTERITY: ANALYTICAL RESEARCH AT THE UNIVERSITY OF BAGHDAD

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Article history:	Abstract:
<p><b>Received:</b> 6th March 2022 <b>Accepted:</b> 6th April 2022 <b>Published:</b> 17<sup>th</sup> May 2022</p>	<p>The current research aims to test the effect of the TMT behavioral integration on Organizational Ambidexterity at the University of Baghdad, as well as diagnosing the level of interest of the researched faculties in the research variables. , As for the research sample, it was a stratified intentional, which included (204) represented by (deans, assistant deans, heads of departments), and the main research tool (the questionnaire) was distributed to them to survey opinions about the variables investigated, while the research used statistical programs (AMOS V.23-SPSS V. 23) to analyze the primary data, with the adoption of descriptive and inferential statistics methods, to test the research hypotheses. organizational). The research concluded with a set of recommendations, including "the need to increase the interest of the senior administrations of the colleges under study in developing the necessary plans to explore and invest the environmental opportunity and to provide sufficient time and requirements for the analysis and interpretation of data and information obtained from their internal and external environment. And to build bridges of trust and cooperation between senior leaders and subordinates in order to contribute to their contribution." In building an effective organization.</p>

**Keywords:** Top management team behavioral integration, Organizational Ambidexterity, University of Baghdad

## INTRODUCTION

Educational institutions, especially universities, face great challenges in light of the massive and rapid changes that the current environment is witnessing in various fields of life, and the attendant global openness, knowledge and technological explosion, and economic and social mobility that push them to work on change and transformation in order to bring about changes, and as a result of those circumstances. The idea of Organizational Ambidexterity came through which organizations can face these challenges and fulfill commitments in a strong manner that is reflected in their survival and continuity towards achieving their goals through the compatibility of the practice of organizational mechanisms with strategic plans that move towards exploring and exploiting new opportunities in light of a flexible organizational structure that stems from human and operational characteristics, including It adds creativity and innovation to its services to be a leader in its competitive environment, and this requires it to possess superior capabilities of a dynamic nature that

respond to the prevailing changes. And the presence of a team of senior management allows working to achieve this, by adopting integrated behaviors in terms of (information exchange, cooperative behavior and participation in decision-making) that harmonize between conflicting goals, and are able to change and manage it, as they are responsible for achieving the goals and they Who inspire the spirit of innovation and renewal in work to ensure facing challenges and conducting complex business that requires extensive knowledge of organizational processes, and making strategic decisions of high quality, including decisions on "Organizational Ambidexterity.

## RESEARCH PROBLEM

The problem of field research emerged, in what higher education and scientific research is witnessing in recent years, the decline in the scientific prestige and reputation that it enjoyed in Iraq, which is represented in the decline of Iraqi universities in the world rankings or the occupation of some of these universities low positions and at the bottom of the list among the



international universities in those classifications. These environmental requirements and the various challenges facing Iraqi universities, in their faculties and departments, require the presence of teams from the top management that are more cohesive, harmonious, and work in a team spirit. On the one hand, and on the other hand, in order for the faculties and departments to continue their academic missions to achieve the goal of the university for which they were established, they must realize the importance of being adept at investing and developing existing resources and exploiting them in the perpetuation of current activities and the search for exploration of new ideas or processes at the same time, and the problem of research lies In answering the main question (Does the TMT behavioral integration affect the enhancement of the Organizational Ambidexterity of the faculties under study), from which a set of questions derives that clarify in its content the research problem:

1-Do the college administrations in the study sample have a clear vision or an adequate awareness of the research variables (TMT behavioral integration, Organizational Ambidexterity)? What are its sub dimensions?

2-What is the level of adoption, practice, and interest of the members of the councils of the researched colleges in behavioral integration and its dimensions (information exchange, cooperative behavior, participation in decision-making.

3-What is the level of adoption, practice and interest of the researched colleges in Organizational Ambidexterity and its dimensions (exploitative creativity, exploratory creativity)?

4- What is the level of impact of the TMT behavioral integration on Organizational Ambidexterity.

### **RESEARCH IMPORTANCE**

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

A - The research came in response to the rapid environmental changes, the increase in the intensity of competition, the lifting of barriers between countries

and the openness of the world, which requires that sufficient attention be given through responding to external changes, preparing for them, and adapting to confront them, and this is by emphasizing the management of these colleges in a behaviorally integrated team spirit And adopt appropriate practices in this direction.

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

C- The current research is concerned with trying to clarify the role of the senior management teams in the colleges investigated (deans, their assistants, and heads of departments) and the importance of their practices so that these colleges become effective learning organizations capable of self-defining and keeping pace with the rapid changes locally and globally and reaching the global level if compared to colleges in developed countries .

### **RESEARCH AIMS:**

The research seeks to achieve the following objectives:

1-Analyzing and diagnosing the reality of the TMT behavioral integration in the colleges investigated to determine the overall indicators of the level of concerns and awareness of executive departments of the importance of the dimensions of behavioral integration (cooperative behavior, information exchange, and participation in decision-making.(

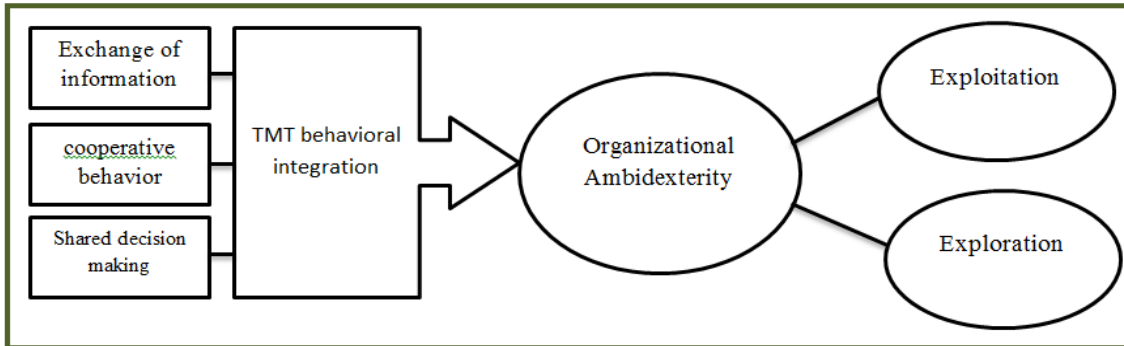
2-Measuring and evaluating the dimensions and practices of Organizational Ambidexterity in the colleges under study to determine the overall indicators of the level of Organizational Ambidexterity and practices in them.

3- Determining the nature of the relationship between the TMT behavioral integration and Organizational Ambidexterity in the colleges under study.



**RESEARCH PLAN**

Figure (1) shows the hypothesis research scheme and the paths of relationships between the variables.



**RESEARCH HYPOTHESIS**

The TMT behavioral integration has a significant effect on Organizational Ambidexterity. The following hypotheses are derived from it:

A- After exchanging information, it has a significant effect on Organizational Ambidexterity.

B - The cooperative behavior dimension has a significant effect on Organizational Ambidexterity.

C- The dimension of participation in decision-making has a significant effect on Organizational Ambidexterity.

**DIMENSIONS AND SEARCH METRICS**

The table (1) shows the approved dimensions and measurements

main variables	Sub dimensions	approved scale
Top management team behavioral integration	Exchange of information	(Jahanshahi&Brem,2017,11)
	cooperative behavior	
	Shared decision making	
Organizational Ambidexterity	exploitation	(Molina et al,2018)
	exploration	

**Community And Sample Research**

The faculties of the University of Baghdad were represented (spatial community) in which the study was applied, which numbered (24) faculties. Given the importance of these colleges and their great role in the educational process at the level of Iraq. The researcher chose the members of the college councils in 19 colleges of the University of Baghdad, given their practical and scientific experience in their field of occupation, as well as their positions that entitle them to participate in the decision-making concerned with the performance of colleges and the mechanism of practicing their various activities. The researcher distributed questionnaires to the entire sample (216) individuals, and (208) questionnaires were retrieved. When the questionnaires were unloaded, (4) of them were excluded because they were not valid for statistical analysis, so that the number of final questionnaires valid for statistical analysis was (204).

**TMT behavioral integration**

(Hambrick, 1994) introduced the concept of "behavioral integration" (that is, the degree to which a group engages in mutual and group interaction) in the essential nature of the highest groups, and re-stated these groups of the most influential executives at the top of organizations as "top management groups" Wang (2014;69) & Tsao). (Hambrick, 1994) conceptualizes behavioral integration as a basic concept that aims to capture three core, interrelated and reinforcing elements of the work of the senior management team including the level of the team (1) collaborative behavior, (2) the quantity and quality of information exchanged, and (3) a focus on joint decision-making. . Hambrick emphasized that behavioral integration is a relatively comprehensive feature of the team's integrative ability whose social and interconnected processes have collectively taken over the tasks. Executive, team, and companies using survey data from 402 organizations (Gu& Xie, 2009;67).



The definition of the TMT behavioral integration was derived from the social processes and the processes of achieving the mission established for the presence of the team trait in the senior management (Ji et al, 2015; 363). The behavioral integration of the team is a multi-dimensional structure that works on the integration of a set of elements that have already been studied, including social integration, which reflects the perceived homogeneous relationships between team members, the emotional or emotional element that is often called team cohesion, the frequency and quality of information exchange between team members. and cooperation among them (Hambrick, 1984: 188.)

Behavioral integration is defined as "the degree to which the senior management team participates in joint and team work (Hambrick, 2007; 336).

#### **Dimensions of TMT behavioral integration**

**Information exchange:** The quantity and quality of information exchange is one of the dimensions of TMT behavioral integration, and this dimension determines whether sufficient information is shared. 1994; Siegel and Hambrick 1996), since each member of the senior management team tends to represent a different functional perspective, information must be exchanged in order for team members to have a comprehensive understanding of tasks and situations, and to develop appropriate strategies and solutions (Ronkranz&Wulf, 2017;3).

**Collaborative behavior:** This concept explains the relationship between team members by utilizing the experiences and skills of one team members, which leads to achieving the goal for which the team was found and shows images of cooperation using modern technology in the business environment and the technological infrastructure of the Internet, social media and others. AL-Sakarneh, 2019: 2185).

**Participation in decision-making:** Siegel and Hambrick 1996) define joint decision-making - as one of the dimensions of behavioral integration - as the degree of participation of team members in decision-making on major issues in the organization, and joint decision-making reduces the need for coordination after the decision and synchronization information and enhances access to information as well as enhances the absorption capacity of the senior management team ( Rosenkranz&Wulf, 2017;3)). (Jahanshahi & Brem, 2017: 3) asserts that participation in the decision-making process will enhance the commitment of the senior management team to the decisions taken by the team, as these decisions are their own.

#### **Organizational Ambidexterity**

Duncan is one of the first researchers to use the term ambidextrous, specifically (1976) in the context of

business, where he argued that structural transformations are necessary to allow ingenuity within organizations without explicitly mentioning the term organizational cleverness, assuming that organizations are applicable to any change in their structure in order to enable itself for any innovation or change (abadi et al., 2018: 12). Based on the analysis of this term on three different disciplines (organizational learning, organizational design, and technological innovation) to crystallize the concept of Organizational Ambidexterity in a way that can be conceptually built upon (bustinza et al., 2019: 3). Organizational Ambidexterity has been known in general as the organization's ability to achieve a balance between two conflicting goals of exploration and exploitation successfully, and it has become a major necessity for the success of organizations, as it emerged from the basic challenges facing the organization as it creates strong organizational structures and methods to invest maximum profits to ensure its survival, with Ensuring flexibility to explore tomorrow's opportunities (Hoppen & Jeppsson, 2018: 8).

#### **Dimensions of Organizational Ambidexterity**

**Exploitation :** It is represented in the organization's ability to carry out continuous improvement processes in order to create value in the long term, as products are designed in a way that achieves the satisfaction of current customers in the current markets by improving current skills, knowledge and capabilities, expanding current distribution channels and working with maximum energy in order to achieve the targeted efficiency level (Popadiuk & Bido, 2015). :241). According to (March, 1991; O'Reilly and Tushman, 2008) exploitation activities focus on the use of their own organized knowledge and this dimension is based on the assumption that the organization has complete knowledge of all its internal competencies and external opportunities, and organizations interested in exploitation expect to work in an environment Where the problems are clearly defined and the solutions are clear, the focus of these organizations is on implementing the current tasks, the current way of doing business, achieving short-term organizational goals and protecting the current position in the market (Gozen, 2018; 96).

**Exploration:** Exploration is defined as "a process that includes having a vision based on the search for opportunities that undertake the provision of unfamiliar products in a way that enhances the competitiveness of the organization and the ability to predict the needs of the target market or search for new markets" (Popadiuk & Bido, 2016: 240.



Exploratory activities consist of concepts such as research, discovery, autonomy, flexibility, alignment, variance, uncertainty, trial and error, response and innovation. Exploration provides long-term opportunities such as creating new and innovative products, acquiring new knowledge in diverse areas and the ability to operate in wider markets and change the technological orientation of the entire organization with the purpose of entering New markets or sectors (KESKIN 2018,11).

**Descriptive analysis of research variables:**

**TMT behavioral integration:** This dimension achieved a total mean of (3.727) with a good level, a standard deviation of (0.233), and a coefficient of difference (6.25%). The relative importance reached (74.54%). Which indicates that the administrations of the colleges of the University of Baghdad, the research sample, are greatly concerned with the level of behavioral integration among its members. and cooperative behavior) respectively, according to the answers of the sample members, and as in Table (2).

paragraphs	mean	Variation coefficient %	standard deviation	Relative importance %	Dimensional order
Exchange of information	3.771	8.07	0.304	75.41	1
cooperative behavior	3.647	18.52	0.675	72.94	3
Shared decision making	3.741	6.69	0.250	74.82	2
behavioral integration	3.727	6.25	0.233	74.54	-

**Organizational Ambidexterity:** This dimension achieved a total arithmetic mean of (3.741) at a good level, and the standard deviation was (0.214), the coefficient of variation reached (5.71%) and the relative importance reached (74.82%), which indicates that the administrations of the colleges of the University of Baghdad sample The research seeks to

pay attention to achieving advanced levels of ingenuity at the level of its organizational activities in terms of enhancing interest in activities to explore and invest opportunities for developing the quality of educational services. and exploratory creativity) respectively, according to the answers of the respondents, as shown in Table (3).

paragraphs	mean	Variation coefficient %	standard deviation	Relative importance %	Dimensional order
exploitation	3.807	7.49	0.285	76.14	1
exploration	3.676	8.01	0.294	73.51	2
Organizational Ambidexterity	3.741	5.71	0.214	74.82	-

**Analyzing the effect of behavioral integration on Organizational Ambidexterity :** Table (4) shows the presence of a strong, positive, significant effect of the TMT behavioral integration on Organizational Ambidexterity, as we note that the results of the model matching indicators were within the acceptance rule allocated to them, the value of (RMR = 0.011) which is less than the acceptable range Its adult (.080). It is also clear that the value of the standard impact factor has reached (0.67), which means that the TMT behavioral integration affects the Organizational Ambidexterity by (67%) at the level of the research sample colleges. This means that changing one deviation unit from the TMT behavioral integration in the faculties of the research sample will lead to a change in Organizational Ambidexterity by (67%). This value is considered significant because the value of the critical ratio (C.R.) shown in Table (4) is (13.012) a significant value at the level of significance

(P-Value) shown in the same table. As it is clear from Table (4) that the value of the interpretation coefficient (R<sup>2</sup>) has reached (.450), which means that the TMT behavioral integration variable is able to explain (45%) of the changes that occur in the Organizational Ambidexterity in the faculties of the research sample. The remaining percentage (55%) is due to other variables not included in the research model.

Based on the foregoing, the hypothesis that states (there is a significant effect of the TMT behavioral integration in Organizational Ambidexterity) is accepted



Significance	critical ratio	standard error	Non-standard assessment	Standard gliding weights	Tracks		
***	13.012	.048	.619	.674	behavioral integration	-->	Organizational Ambidexterity
***	17.829	.070	1.245	.781	behavioral integration	-->	cooperative behavior
***	16.317	.060	.984	.753	behavioral integration	-->	Exchange of information
***	14.652	.053	.771	.717	behavioral integration	-->	Shared decision making
***	16.020	.064	1.029	.747	Organizational Ambidexterity	-->	exploitation
***	15.108	.064	.971	.728	Organizational Ambidexterity	-->	exploration

Three sub-hypotheses emerge from the main hypothesis that can be tested as follows:

- a. The first sub-hypothesis test: (After exchanging information, it has a significant effect on Organizational Ambidexterity).

From Table (5) it is clear that there is a significant positive effect of the dimension of information exchange Organizational Ambidexterity, as the value of the standard effect coefficient is valued (0.35), and this indicates that the dimension of information exchange affects Organizational Ambidexterity as much as (35%). Changing one deviation unit after exchanging information will lead to a change of Organizational Ambidexterity by (35%). And this value is significant because the value of (C.R.) shown in Table (8) is (5.992), which is a significant value at a significant level (0.000).

B. The second sub-hypothesis test: (The cooperative behavior dimension has a significant effect on Organizational Ambidexterity).

From Table (5) it is clear that there is a significant positive effect of the cooperative behavior dimension on Organizational Ambidexterity, as the value of the standard effect coefficient was (0.27), which means that the cooperative behavior dimension affects the organizational savvy variable by (27%). Therefore, changing one deviation unit

from the cooperative behavior dimension will lead to a change in Organizational Ambidexterity by (27%). And this value is significant because the value of (C.R.) in Table (8) reached (4.851) a significant value at the level of significance (0.000). Based on the foregoing, the second sub-hypothesis emanating from the main hypothesis can be accepted.

C- Testing the third sub-hypothesis: (After participation in decision-making has a significant effect on Organizational Ambidexterity).

Table (5) shows a positive and significant effect of the dimension of participation in decision-making on Organizational Ambidexterity, the value of the standard effect coefficient amounted to (0.28), which indicates that the dimension of participation in decision-making affects the variable of Organizational Ambidexterity by (28%). Changing one deviation unit after participating in decision-making leads to a change in Organizational Ambidexterity by (28%). And this value is significant, because the value of (C.R.) shown in Table (8) is (4.836) a significant value at a significant level (0.000). Based on the foregoing, the third sub-hypothesis emanating from the main hypothesis can be accepted



Table (5) Paths and parameters of testing the effect of dimensions of behavioral integration on organizational Ambidexterity							
Significance	critical ratio	standard error	e	Non-standard assessment	Standard gliding weights	Tracks	
***	5.992	.041		.244	.348	Exchange of information	--> Organizational Ambidexterity
***	4.851	.032		.155	.269	cooperative behavior	--> Organizational Ambidexterity
***	4.836	.050		.241	.282	Shared decision making	--> Organizational Ambidexterity

### CONCLUSIONS

- 1- The results of the study showed a clear interest on the part of the members of the college councils at the University of Baghdad in behavioral integration through the keenness to transfer and exchange important information and work in the spirit of one cooperative team to make mature decisions that enable the administration of these colleges to meet the requirements of the current work and face emerging challenges.
- 2- The availability of indicators of Organizational Ambidexterity in the colleges of the University of Baghdad through the belief and support of the higher management of these colleges with activities to explore and exploit opportunities for developing the quality of educational services and improving university work requirements.
- 3- It became clear from the results of testing the effect of the dimensions of TMT behavioral integration on Organizational Ambidexterity that the dimension (exchange of information) is the most influential dimension of Organizational Ambidexterity and came in several after participation in decision-making and then after cooperative behavior.
- 4- Adopting the behavioral integration processes (information exchange, cooperative behavior, shared decision-making) by members of the senior management team in the faculties of the University of Baghdad can support their abilities to explore their local environment and distinguish current as well as future opportunities in them and efficient investment that will enhance their ingenuity organizational.

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