Pioneers of Innovation Ambidexterity and Its Practical Formula

İnovasyon Çiftustalığının Öncülleri ve Pratikteki Formülü

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Abstract: The purpose of this study to reveal the impact level of organizational support. (O.S.) perception and organizational agility (O. A.) together with the effect of Innovation Ambidexterity. The research was conducted because innovation ambidexterity and triggering factors are considered as a formula for the survival of businesses and the required ability of organizations to carry their assets into the future in the market conditions that are shrinking due to the impact of general and recent global crises such as migration and Covid-19. The universe of the research consists of the employees of the BİM Grocery Chain operating in Malatya and the employees of the administrative unit that make up the Malatya management of the company. It was chosen because it is suitable for many types of innovation, especially marketing and distribution, with a total of 63 product groups (in different brands) and tens of products under each product group with thousands of retail sales. Hierarchical regression, which is a type of multiple linear regression analysis, with quantitative methods was used for research data. Previously, controls were provided for the assumptions of the multiple linear regression test. Primary data collected from 285 subjects were included in the study conducted with quantitative analysis methods, time-delayed and face-to-face questionnaires. Afterwards, multiple linear regression analysis was applied. The fieldwork of the research lasted 4.5 months. As a outycome of the research, the affirmative influence of O.S. and O.A. on innovation ambidexterity have been revealed. Also, as an outcome of the research, the moderator effect was revealed because O.S. indirectly affects the innovation ambidexterity through O.A. Both its contribution to the literature and the innovation model, which is generally valid for businesses of all sizes in all market conditions, has been brought to the fore.

Structured Abstract: This study aims to reveal the effect level of O.S. perception and O.A. together with the effect of Innovation Ambidexterity. The research was conducted because innovation ambidexterity and triggering factors are considered as a formula for the survival of businesses and the required ability of organizations to carry their assets into the future in the market conditions that are shrinking due to the impact of general and recent global crises such as migration and Covid-19.

Can O.S. mobilize the innovation ambidexterity when considered with O.A.? If so, how? In a commercial environment where even the largest companies can lose their market share in a very short time, the most important way to deal with competitors is to be prepared by sensing the change in advance (Abbas et al., 2020: 12). This means, sensing the potential needs in the market with radical innovation, developing new products/services and even implementing new technologies to realize this (Malik et al., 2019: 559). While doing this, on the other hand to maintain the current situation, it should implement incremental innovation by

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using both differentiation and cost leadership effectively (Lin & McDonough, 2013: 267). At this stage, it should be noted that in the natural course of the study, an understandable form of the model, which includes a clear visual expression, has emerged and has been brought into the literature. This formal model, which was revealed for the first time in this research, is a meaningful contribution to the academy and business world. This model will serve as a recipe for the business world in a highly volatile competitive environment and since it fails the commercialization phase in the business community, it will serve as a guide for the inactive inventions and discoveries that remain exclusively in the R&D unit records and become commercialized by becoming widespread in the relevant area. In other words, innovative activities with very low success rates will result in more success thanks to the model. We can say that the aforementioned contributions reveal the originality and difference of the article from other published articles.

Hierarchical regression, which is a type of multiple linear regression analysis, with quantitative methods was used for research data. Previously, controls were provided for the assumptions of the multiple linear regression test. The main body of research the study occurs of BİM A.Ş. personnel operating in Malatya region and administrative employees who form the management of the company in Malatya. The BİM A.Ş is selected because it is suitable for many types of innovation, primarily in marketing and distribution, with a total of 63 product groups (in different brand) and tens of thousands of retail product is sold under these group.

Findings show that O.S. has a positive effect on innovation ambidexterity in enterprises. Similarly, it can be seen that the impact of O.A. on innovation ambidexterity is more positive. The perception of O.S. is also one of the main factors in the change of social phenomena according as the theory of mutual social exchange between workers and the organization (Gakovic & Tetrick, 2003: 654; Ekmekçioğlu & Sökmen, 2016: 36). Consequently of the social exchange theory, organizations formed by employees whose belonging and commitment have increased in consequence of O.S. enable businesses to be much superior to their competitors in the face of changing conditions. Such organizations will be able to respond faster to changing market conditions, will have a proactive attitude and also act more flexibly. They will be able to implement decisions quickly. Organizations that cannot be easily imitated with a dynamic structure can now be called agile organizations. On the other hA when we think hypothetically, according to the research results, the positive effect of O.S., embodied in O.A. will reveal the structures that are encouraged and thanks to the support. The authentic structures will not only increase participation but also lead to superiority by revealing and performing the latent talent, which is the biggest intellectual capital. To ensure the diffusion of such skills within the business, the advantages and factors of doing business systemized with organizational learning will also be a means of superiority. Businesses that will survive and even increase their profitability, thanks to their knowledge and agility in all market conditions, will enter the future more securely and employees will further develop a sense of trust and belonging. However, basic theoretical studies (Eisenbergr et al., 1986: 502; Shore & Wayn, 1993: 776) on O.S. have taken into account the psychological and social facts to reveal the perceived sense of O.S. to make the organization feel willing (Rhoades & Eisenberger, 2002: 702) to meet its members' social and emotional needs and reward their good performances (Işık, 2019: 1017).

Revealing the effects of perception of O.S. both directly and indirectly constitutes the additive of this research to the letters. The figure that emerged from the theoretical structure during the research is an important contribution to make the innovation ambidexterity easier to be understood by the enterprises. Moreover, by not ignoring the fact that it will make the theory a little more complicated (This problem can be easily overcome with the help of visual tools), advancing the explorative dimension from the dimensions of innovation ambidexterity with "Technology Management" elements will increase the success rate and shorten the time to be dominant. In long-term crises, studies should be carried out on which add-ons to be modified to the skills of innovation ambidexterity and the mastery of turning the crisis into an opportunity. After all, every crisis is also an opportunity. Finally, it is recommended that innovation ambidexterity be studied in the future with topics such as augmented reality, Ind. 4.0 and the Int. of Things. With the processing and exploration skills, which are components of the innovation ambidexterity, businesses can survive in any crisis environment. For this reason, they should enable the structures that keep O.A. dynamic, which is important for O.A. Studying these structures is a suitable topic for future researchers. Studies on contextual and structural ambidexterity can also be carried out. Because, one of them is incremental, which is suitable for mechanical structures and the other is radical innovations, which are suitable for organic structures. These subjects need to be expanded and studied. The literature should be contributed. Moreover, it is also essential to carry out studies for businesses to adapt their matching and adaptation strategies to changing conditions.

Öz: Bu çalışmanın amacı, örgütsel destek algısı ve örgütsel çevikliğin (moderatör) inovasyon çiftustalığı üzerindeki etkisi ile birlikte etki derecesinin açığa çıkartılmaktır. Araştırma, inovasyon çiftustalığını ve tetikleyici faktörlerini, hem genel hem de özellikle son günlerde içinden geçilen göç ve koronavirüs gibi küresel krizlerin etkisiyle daralan piyasa şartlarında işletmelerin ayakta kalması ve organizasyonların varlıklarını geleceğe taşıyabilmesi adına bir formül olarak düşünüldüğü için yapılmıştır. Araştırmanın evreni Malatya ilinde faaliyet gösteren BİM Marketler Zinciri çalışanları ve şirketin Malatya yönetimini oluşturan idari birim çalışanlarından oluşmaktadır. Toplamda 63 ürün grubundan (farklı markalar halinde) ve her ürün grubunun altında onlarca üretim ile binlerce parekende satışı olan ürün ile başta pazarlama ve dağıtım olmak üzere birçok inovasyon çeşidine uygun olduğu için seçilmiştir. Nicel analiz yöntemleriyle, zaman gecikmeli ve yüz yüze anket uygulanarak yapılan araştırmaya 285 denekten toplanan birincil veriler dahil edilmiştir. Öncelikle, çoklu doğrusal regresyon analizi için varsayım kontrolleri sağlanmıştır. Sonrasında ise çoklu doğrusal regresyon analizi uygulanmıştır. Araştırmanın saha çalışmaları 4,5 ay sürmüştür. Araştırma sonucunda, örgütsel destek ve örgütsel çevikliğin inovasyon çiftustalık üzerinde pozitif yönlü etkileri açığa çıkmıştır. Ayrıca, örgütsel desteğin inovasyon çifftustalığı üzerindeki etkisinde örgütsel çevikliğin aracı etkisi de açığa çıkartılmıştır. Hem literatüre katkı olması nedeniyle hem, her ölçekten işletmeler için her türden piyasa /pazar şartlarında genel geçerli olan inovasyon çitustalığı modeli ön plana çıkartılmıştır.

Anahtar Kelimeler: Yönetim ve Ornanizasyon, İnovasyon Çiftustalığı, Örgütsel Destek, Örgütsel Çeviklik, Gizil Yetenek.

1. Introduction

The life story of Sundar Pichai, CEO of Google since 2015, which response as "It is always nice to work with people who make us think about ourselves. Thus, you will continue to push the limits" to students who express their admiration by saying "You have done what we dreamed of" are the perfect example of innovative ambidexterity on behalf of both Google and himself. In 2006, when Microsoft announced the search engine Bing for Internet Explorer and the alarm bells for the Google company start to ring, Pichai convinced Microsoft of the toolbars to minimize the effects of the change and then convinced Google of something else to promote Chrome's software simultaneously. Then, to get 5 billion people online, creating low-cost smartphones and consequently the creation of "Android One" is another example of innovation ambidexterity. Google's support Pichai, a 9-year mid-level employee, in the name of "O.S."; responding instantly to changes as a company in the name of "O.A."; finally, as we will explain later, both mastering/protecting the market with processor innovation in a market where competition is most fierce and preparing with exploratory innovation with a proactive approach to thinking about future change are unique examples in the name of "Innovation ambidexterity ". All companies can take this work and the resulting success model as examples. In a period of uncertainty and crises, it is obvious that it is important to study practical applications in the academic community that can guide businesses that are the dynamo of countries. We are in a time when businesses have to show all their skills and expertise. Therefore, the importance of applications that can be put into practice such as innovation ambidexterity is increasing and all companies can apply for this work and the innovation ambidexterity model and the elements that can set them in motion. Despite this, the fact that innovation ambidexterity has not been studied together with O.A. although it has been studied with subjects such as human resources management, information systems, strategy, organizational culture, organizational learning, digital marketing, leadership and performance, points to the gap in the literature. Because other subjects and titles in which innovation ambidexterity is studied offer similar parallel information rather than a new contribution to the literature. However, innovation ambidexterity contributes to the literature as it reveals a formula of success together with O.A. and O.S. and when applied, it is very important in

terms of its potential to contribute to the business world. In this sense, a deficiency in the letters is also filled with this research. In other words, thanks to the O.A. mobilized, we can say that the concrete information about the success of innovation ambidexterity by activating it with O.S. contributes to the relevant academic community and that a missing part of the whole has found its place by filling an important gap. To express this situation more clearly, some questions should be answered. Can O.S. mobilize the innovation ambidexterity when considered with O.A.? If so, how? In a commercial environment where even the largest companies can lose their market share in a very short time, the most important way to deal with competitors is to be prepared by sensing the change in advance (Abbas et al., 2020: 12). This means, sensing the potential needs in the market with radical innovation, developing new products/services and even implementing new technologies to realize this (Malik et al., 2019: 559). While doing this, on the other hand to maintain the current situation, it should implement incremental innovation by using both differentiation and cost leadership effectively (Lin & McDonough, 2013: 267). At this stage, it should be noted that in the natural course of the study, an understandable form of the model, which includes a clear visual expression, has emerged and has been brought into the literature. This formal model, which was revealed for the first time in this research, is a meaningful contribution to the academy and business world. This model will serve as a recipe for the business world in a highly volatile competitive environment and since it fails the commercialization phase in the business community, it will serve as a guide for the inactive inventions and discoveries that remain exclusively in the R&D unit records and become commercialized by becoming widespread in the relevant area. In other words, innovative activities with very low success rates will result in more success thanks to the model. We can say that the aforementioned contributions reveal the originality and difference of the article from other published articles. Research findings also support this situation. Consequently of the data obtained from 285 subjects included in the study, the fact that O.S. positively affects the dimensions of O.A. which is responsiveness, flexibility, speed and competence and directly on innovation ambidexterity makes the model meaningful. On the other hand it is recommended that innovation ambidexterity should be worked with topics such as refined reality, Ind. 4.0 and the Int. of Things in the future.

2. Literature Review

2.1. Organizational Support, Organizational Agility and Innovation Ambidexterity Relationship

The main theme and dependent variable in the study is innovation ambidexterity. Other variables affecting the main theme are O.S. and O.A. The reason for this is that the sense of O.S. perceived by employees in business departments triggers and develops the feeling of greater participation and responsibility in each member of the organization with its incentive and motivating effect. Motivated and responsible employees, on the other hand have a structure that can respond faster to market conditions outside the organization, more flexible and more competent in all matters. Thus, businesses will be able to maintain their competitive advantages, carry themselves to the future more safely by gaining the ability to act in a proactive structure and both maintain their market share and simultaneously respond to possible future changes instantly.

It has been revealed that subjects such as the motivation of the employees and their careers are essential for the success of the enterprises consequently of the human element being an important factor in the organizations from the Neo-Classical period to the present day in the Management and Organization Science branch and it has been seen that extremely positive results are obtained both for themselves and the purposes of the organization if the employees are supported. (Çiftçi & Çankaya, 2019: 507).

Basic theoretical studies on O.S. have taken into account the psychological and social facts to reveal the perceived sense of O.S. to make the organization feel willing to meet its members' social and emotional needs and reward their good performances (Eisenberger et al., 1986 503; Shore &

Wayne, 1993: 776; Rhoades & Eisenberger, 2002: 702; Işık, 2019: 1017). If O.S. becomes visible, employees develop an emotional bond to their organizations and make efforts and activities that will benefit the organization significantly (Eisenberger, et al., 1990: 55). The perception of O.S. is also one of the main factors in the change of social phenomena due to the mutual social exchange theory between employees and the organization (Gakovic & Tetrick, 2003:654; Ekmekçioğlu & Sökmen, 2016: 36). Like the perception that the organization responds to the satisfaction of social and emotional needs in their relationships among themselves, O.S. is thought to respond to the satisfaction of motivating social and emotional requirements such as respect, acceptance, feeling important and appreciation within the organization (Cobb, 1976: 305; Cohen & Wills, 1985: 324; Armeli et al., 1998: 290). Because of this, first of all, it creates an obligation for the employees to make efforts to ensure that the organization reaches its goals and objectives by prioritizing the richness and achievements of the organization based on the norm of mutuality. Then, thanks to the perceived O.S., the attention, respect and acceptance that emerges lead to the satisfaction of social and emotional needs and significantly by preparing the ground for the acceptance of the membership and role identities of employees in their organizations and the blending of their social identities. Finally, it strengthens the expectations and thoughts that employees' efforts will be rewarded. Among the factors that awaken the sense of commitment in employees, their appreciation in their organizations, making the organization feel that they are with them in good or bad times, trying to meet employees' expectations by giving importance to them and giving importance to ideas and providing a participatory environment are the common elements in all definitions of perceived O.S. (Sağsan & Fırtına, 2015: 8; Işık & Karma, 2018: 398). An organization consisting of employees who develop a sense of commitment turns into a fast, competent and agile organization that can respond quickly to needs. In a participatory environment, employees with high levels of commitment will lay the groundwork for an agile organization

Agility is describe as the rapid answer of organizations to environmental changes that are difficult to predict to reach the goals of the organization. Agility is to look after all its stakeholders, by sensing the changes in the environment of the organization such as opportunities and threats and by adapting their strategies, business and management processes and ultimately to adapt to change, by focusing on the new order (Ganguly et al., 2009:416; Özeroğlu & Koçyiğit, 2009: 16; Yeganegi & Azar, 2012: 539; Yıldız et al., 2017: 427). In agility, speed and flexibility are highlighted as primary features. Fluctuations in the business world, economic crises and even unpredictable unexpected situations such as Covid-19 have focused attention on O.A. the most important talent for responding appropriately to changes and surviving. In studies, senior executives have stated that agility will increase in importance and has a critical role in working achievement over time and has a critical role in working achievement and argued that increased agility will provide benefits such as high income, customers and employees, improved effectiveness and the move of market access. (Sharifi & Zang, 2001: 774; McKinsey, 2006: 286; Zaina et al., 2017: 411; Sağır & Gönülölmez, 2019: 63). Because of this, we can express O.A. as the ability of organizations to be able to successfully exist and compete in a dynamic and variable global business world with high performance, rapidly and sustainably and has its system and sub-system (Tsourveloudis & Valavanis, 2002: 335; Tallon & Pinsonneault, 2011: 472; Felipe et al., 2016: 4625; Olbert et al., 2017: 483; Basri & Zorlu, 2020:147-164). Also, as the common features of organizational agile structures, we can add that there is a focus on core competencies, reduction of hierarchical structure, adoption of virtual organizational structures and organizational structures based on knowledge. In a wider study, they listed the characteristics of the agile organization as learning and feedback, cooperative communication, the tendency to teamwork, flexible, participatory and social interaction-involved organizational structure, facilitating and problem-solving in project managers, the presence of harmonious and integrated leaders and the openness of the organization to all types of communication. (Strode et al., 2009: 4; Tseng & Lin, 2011: 3697); Cicerali, 2019: 2425).

In the study carried out responsiveness, flexibility, speed and competence, which are the four most defining and determining features of agile organizations, were emphasized (Prahalad & Hamel, 1990: 86; Zaheer & Zaheer, 1997: 1498; Sharp et al., 1999: 159; Gunasekaran & Yusuf, 2002: 380; Lin et al., 2006: 289; Jain et al., 2008: 6654; Shahaei, 2008: 15; Bozkurt & Baştürk, 2009: 53; Ganguly et al., 2009: 416; Zhang, 2011: 306). Responsiveness: It is the main feature that sustains organizations and provides a competitive advantage. Consequently of the rapid technology change, customer demands differ and organizations will be able to answer to these demands on time, appropriate and qualified manner. This situation is accepted as a prerequisite for competitiveness. This ability is the speed at which organizations respond to environmental signals. Another ability is that the organization can have a proactive attitude by sensing the change with the foresight it has. Flexibility: The organization can realize different processes and alternatives to achieve its goals. It has been categorized as flexibility in production, flexibility in the structure of the product and structural flexibility. It can also be defined as the capacity to adapt to changing conditions or to use the skills required according to the requirements of the current conditions. Speed: It refers to the process of putting the decisions into practice. Responsiveness, on the other hand refers to the process of making decisions about how businesses will respond to changes. In this respect, although they differ in their responsiveness feature, there is an important link between the two features. Competency: It is related to the dynamic structure of the ability of O.A. Speed, responsiveness and flexibility, which are other basic features of O.A. are connected with using these abilities. (Teece et al., 1997: 516). When all these features of the organization are combined with the support of the organization, there remains only one deficiency.

It is important to be able to use these skills and abilities skillfully. It is stated that these dynamic abilities should be authentic to the organization, not be easily imitated by competitors and easily adapted to other organizations. At this stage, "Dexterity", which is a common concept for all management levels, comes to the forefront, based on the ambidexterity theory to show speed, flexibility and other advantages at the same time. While trying to explain the concept of mastery and conceptualize it by word, we encounter three pairs of words; matching and adaptation, processing and discovery, mechanical and organic (Şimşek, 2009: 601). The concepts of processing and discovering are among the most common concepts in technology and innovation management literature. Because ambidexterity, which is in the definition of the dependent variable that is the subject of the research and which also means the ability to use both hands equally, emphasizes that the processing and discovery activities should be carried out under the direction of an organization by keeping a balance between them (March, 1991: 74; O'Reilly & Tushman, 2004: 73; Andriopoulos & Lewis, 2009:702; Bodwell & Chermack, 2010: 196; Blindenbach-Driessen & van den Ende, 2014: 1093; Ardito et al.; 2020:323; Ardito et al.; 2019: 2341). This balance can be achieved in two ways; the first is the punctuated equilibrium and the second is the ambidexterity (Duncan, 1976: 86; 167-188; Gupta et al., 2006: 698). For the first time, Tushman and O'Reilly (1996: 14) performed together studies about the conceptualization of the balance between the two activities. In their work, they stated that ambidexterity can use all their skills skillfully in both existing and emerging markets. However, we can state that ambidexterity approaches can be examined in three groups. (Şimşek, 2009: 604). Structural ambidexterity, in which simple or complex paths will be followed depending on the activity on which their mechanical and organic structures are based (Burns & Stalker, 1961: 403-405; Duncan, 1976: 127; Tushman & O'Reilly, 1996: 16; He & Wong, 2004: 485; Raisch & Birkinshaw, 2008: 389). Contextual ambidexterity, which is the implementation of systems or processes in the axis of achieving goals by pursuing a balance of different demands (Ghoshal & Baretlett, 1994: 93; Gibson & Birkinshaw, 2004: 214). Finally, the realized ambidexterity that takes place involving the ability to directly process and discover, thanks to their real-time performance by displaying the ability to process and discover activities simultaneously. Structural ambidexterity focuses on mechanisms, contextual ambidexterity focuses on processes and realized ambidexterity focuses on processing and discovery performances and these state that organizations will be

successful with these ambidexterities. After all, although among the innovation conceptualization studies of ambidexterity put forward in this way, the network ambidexterity, competence and the ability of ambidexterity, operational and innovation ambidexterity that appear in the literature stand out, it will continue through the innovation ambidexterity as of the subject of the study and within this scope.(Aubry & Lievre, 2010: 37; Chandrasekarana et al., 2012: 139; Cantarello et al., 2012: 29; Patel et al., 2012: 216; Jansen et al., 2006: 1664; Zhou & Wu, 2010: 556; Lin et al., 2013: 267; Kortmann, 2014: 671; Lin & McDonough III, 2014: 178).

3. Research Model and Hypotheses

Organizations that want to realize their strategies, survive and carry their existence into the future by gaining above-average profit and competitive advantage do many studies to achieve this. At the common point of the results obtained from these studies and experiences, it is evident that businesses are busy with meeting the current market expectations on the one hand and on the other hand they are producing alternatives for emerging and possibly different expectations. (He & Wong, 2004: 486; Gregory et al., 2015: 66; Abbas et al., 2019: 682).

Innovation, which is the key to economic growth, also enables new technologies to be developed and spread. Current expectations can be met in two ways; the first way is called the differentiation strategy and it is accomplished by improving the quality of products. The second way is realized by reducing production costs, which is called cost leadership. We can combine both methods under the name of generic strategies (Porter, 1985: 26). Although differentiation and cost leadership strategies, which we can include in the incremental innovation class as an innovative action, achieve competitive advantage by meeting the current market expectations, they are useless to meet the emerging expectations or potentially different expectations. In other words, it is necessary to proceed with radical innovation rather than incremental innovation that is not available to develop commercial ideas of the future by focusing on different techniques that do not allow new products other than existing ones, hidden needs that the market is not already aware of and current technologies do not allow to convert original ideas into commercial products (Duncan, 1976: 162; Tushman & O'Reilly, 1996: 17; Gupta et al., 2006: 699; Jansen et al., 2006: 1665; Zhou & Wu, 2010: 557; Lin et al., 2013: 268; Kortmann, 2014: 671; Lin & McDonough III, 2014: 178). It is necessary to state precisely at this stage that the ability to apply two innovation strategies at the same time is called innovation ambidexterity (Cantarello et al., 2012:29). International companies, which have achieved high success recently with innovation ambidexterity, have contributed to the recognition of this term in the marketing literature. This is followed by increases in technology and management literature (Hughes et al., 2010: 1-21). For example, Selamet et al. (2020: 68-54) investigated the effects of innovation ambidexterity on work efficiency in their studies. The scale of innovation ambidexterity used in the study has two dimensions: processor and explorative innovation. (Duncan, 1976: 167-188; Tushman and O'Reilly, 1996: 18; Nickerson & Zenger, 2002: 557; Gibson and Birkinshaw, 2004: 214; Jansen et al., 2009: 797-811).

Processor dimension: To maintain competitive advantage and market share by meeting current expectations in the market with quality enhancement and/or cost leadership, there are activities such as effectiveness, enhancement, execution, selection, separation, implementation and production, which are beneficial to act with more mechanical structure and which are elements of incremental innovation within the context of contextual ambidexterity (March, 1991: 76; Benner & Thusman, 2003: 244; Palm et al., 2016: 39; Fundin et al., 2017: 128).
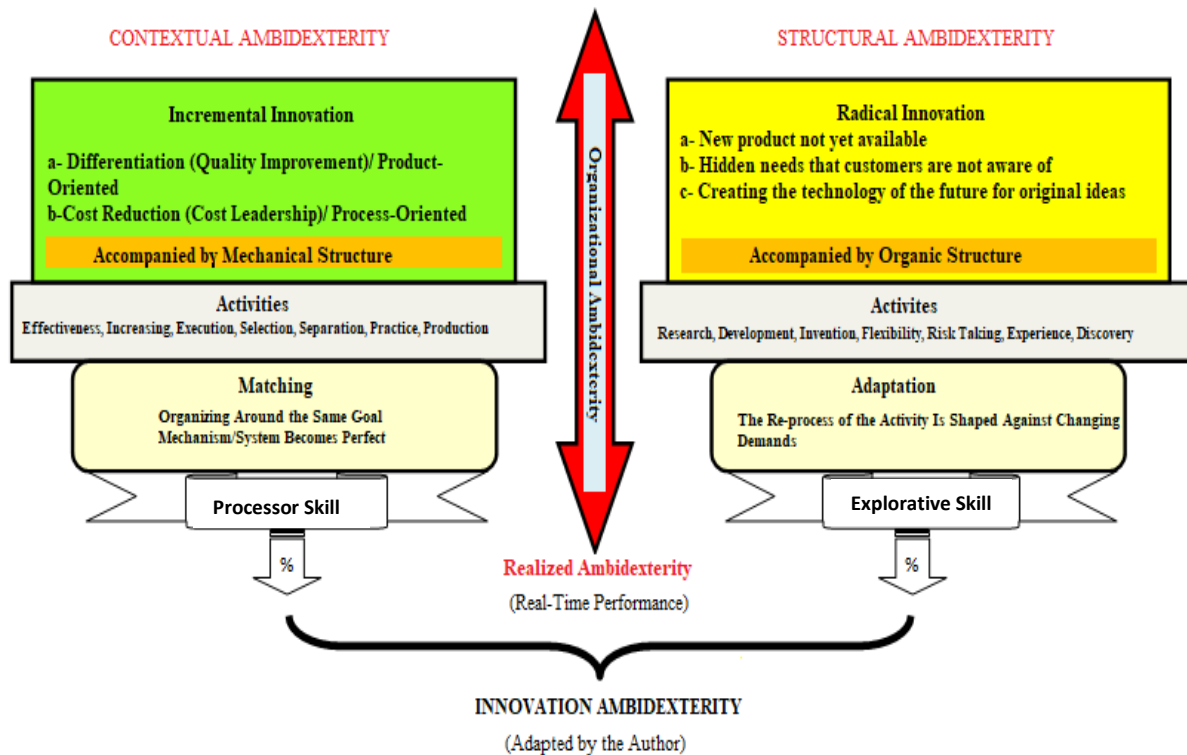
Figure 1: Innovation Ambidexterity Model

Explorative dimension: To improve the technology of the future by focusing on hidden needs, developing new products/services and focusing on techniques that are not enough to turn original ideas into products by predicting the emerging expectations in the market with features such as speed and flexibility, there are activities such as research, development, invention, flexibility, risk-taking, experiencing, discovery and innovation, which are useful to act with more organic structure and which can be described as radical innovation elements within the scope of structural ambidexterity (Şimşek, 2009:608; Kim et al., 2012: 308; Behmer et al., 2016: 967; Malik et al., 2019: 560). Providing commercialization and widespread use, new or progressive products and processes, new organizational structures, the use of current technology in new areas or the discovery of completely new markets, new ways of thinking, producing new ways of uncovering things and the combination of innovation (Niosi, 2000: 241; Fischer, 2001: 203; Satı, 2013: 4), which means using it in social activities and the use of different strategic activities with the same skill, makes the businesses successful. The fact that some organizations are successful by applying this does not mean that a success model is applied with the conceptualization of this model. This task, undertaken by science, contributes significantly to the popularization of success. With the figure above, which is unique and does not have any other example in the literature, it is presented an easy way to understand the model. Supported employees by their organizations in their work and being respected consequently of their success lead them to develop an emotional bond with their organizations. Thus, they strive to achieve institutional goals and objectives. Following the social exchange theory, commitment can be shown from employees through mutual satisfaction. By developing a sense of devotion, members of the organization perform much more and devoted work to achieve the goals of the organization. All these processes will provide a positive atmosphere for the members of the organization such as motivation, performance and dedication throughout the organization and will increase the performance and decrease the turnover rate (Anafarta, 2015: 119), which means, it provides a suitable ground for O.A. It is believed that this will be useful for organizations, whose employees are highly motivated with the full support of their organizations they are affiliated, will

benefit in displaying O.A. to cope with difficult conditions. At this stage, two sub-hypotheses emerge that will constitute a basis for the research hypothesis that must be tested.

H_1 = O.S. has an affirmative impact on innovation ambidexterity.

On the other hand we can argue that the purpose of O.A. which is also revealed by the effect of O.S. in terms of responsiveness, flexibility, speed and competence and contributes to the effective and efficient development of business processes, is to increase the velocity and elasticity of all work processes in general and to make decisions effective in this way. (Nafei, 2016: 108). In this way, organizations constantly update and improve their products and services with changes and innovation efforts and can adapt them to cope with all kinds of challenges and conditions in a competitive environment (Teece & Peteraf, 2016: 26). Thus, another sub-hypothesis that forms the basis for the main hypothesis emerges.

H_2 = O.A. has an affirmative impact on innovation ambidexterity.

The business can be kept in a stable position thanks to the processing size, which is at the forefront with its ability to compete and maintain the current situation at the same time. On the other hand as in O.A. dimensions, while the business is in a stable state, with the speed and flexibility in the exploratory dimension of the innovation ambidexterity, advantages can be achieved with a proactive approach by paying attention to the hidden needs that have just started in the market. However, provided that it is commercialized and widely used, the combination of innovation (Niosi et al., 2000: 249; Fischer, 2001: 203; Satı, 2013: 4), which means new or improved products and processes, new organizational structures, the use of existing technology in new areas or the discovery of completely new markets, new ways of thinking, new ways of producing things and using them in economic and social activities related to people and the use of different strategic activities with the same skill will lead businesses to success. In line with all the explanations made, our hypothesis that we will find answers to the basic question of the research has been formed.

H_3 = O.A. has a moderator effect on the effect of O.S. on innovation ambidexterity.

According to the model of the research, we can say that it will be correct to determine the multivariate hierarchical regression model as shown below.

$Y = a + b_1 X_1 + b_2 X_2.$

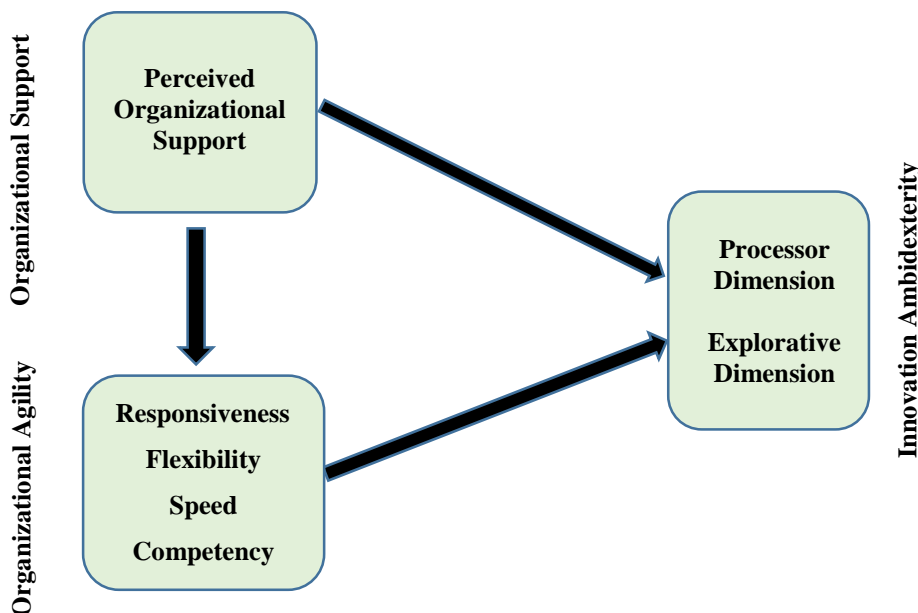In this case, the model of the research has become clear and expressed as follows.

Figure 2: Research Model

4. The Methodology of the Research

4.1. The Population and Sample of the Research

The population of the research consists of BİM A.Ş. employees operating in Malatya province and administrative employees who form the management of the company in Malatya. The BİM A.Ş is selected because it is suitable for many types of innovation, primarily in marketing and distribution, with a total of 63 product groups (in different brands) and tens of thousands of retail product is sold under these groups. As can be seen from the current company site of BİM A.Ş., the data of the survey, which was made as time-lagged, to the Malatya team consisting of 325 employees in total and primary data were included in the analyzes conducted by applying face-to-face questionnaires through three-letter codes created by them after the first survey for 294 people reached at different times for each variable. 9 surveys whose codes don't match were excluded and surveys were applied separately to groups of 4-5 people which is made to feel free and comfortable the data set is cleared of the response bias the quality is preserved as much as possible.

4.2. Data Collection Tools

The first of the three scales whose validity and reliability have been proven and used in the study is the Scale of O.S. The mentioned scale was first developed by Eisenberger et al. (1986: 505) and then again revised by Eisenberger et al. (1999: 1032) and made a one-dimensional short form consisting of 8 questions. The second scale used in the research is the scale of O.A. To measure O.A. in the field of business, the 20-item scale, which was first developed by Sharifi and Zhang (2001:785) and revised and developed in 2001, has 4 dimensions: flexibility, responsiveness, speed and competence. Farokhi and Rejaeepour (2016: 4535), Mohammadi et al. (2015: 69), Al-Hakim et al. (2017), Soliman (2020: 575), Alamro et al. (2019) used also the same scale in different exercises. Finally, we can come across the version we used in our study in the study of Akkaya and Tabak (2018: 191). In the study, the scale is translated into Turkish and four dimensions are collected in 17 items. The last one of the scales used in the research is the innovation ambidexterity scale. Studies on innovation ambidexterity are very limited. Innovation ambidexterity is handled as a multi-dimensional scale as explorative and processor in studies firstly by Gibson and Birkinshaw (2004: 214) and He and Wong (2004: 489) abroad but unfortunately, there isn't any study in Turkey related to this scale. Adaptation to the Turkish language was carried out by Açıkgöz (2015) in two dimensions and 17 items. Likert type 5-step scale (1=Strongly Disagree, 2= Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree) is used in all three scales in the study.

4.3. Constraints/Limitations

As with any study, this study has potential constraints. The scope and constraints of the study can be addressed under many different topics such as content, sampling unit, geographical region and sector. Considering the geographical region, the research was limited to the province of Malatya due to time constraints and monetary obstacles. Again, the last parts of the field study of the research have faced difficulties in making face-to-face surveys because the global pandemic of Covid-19 coincided with the dates that began to spread in our country and it is thought the number of participants as 450 but the number of surveys was limited to approximately 290. Although sectoral coverage was initially considered as more technology-based enterprises in the research, the fact that Malatya province is underdeveloped in terms of industry and financial expenses of the research are fully covered by ourselves have directed the target sector of the research to the largest and most logical semi-technology and production/marketing-oriented company that can be applied in Malatya province. When we think of limitations as content, although we think that the data will be analyzed in the structural equation model through the AMOS program, the fact that the multi-user AMOS program has not been purchased from the IBM representative due to the scarcity of financial resources due to the new institution we work with, have made it compulsory to carry out the analyzes in the SPSS program, which we obtained from our previous studies with our personal efforts.

4.4. Analysis of the Research and Findings

4.4.1. Reliability and Validity Tests for Variables in the Model

In the research, the SPSS 21 statistics program is used. A series of tests were used to check "Cronbach's Alpha in internal consistency test", "Kaiser Meyer Olkin and Bartlett tests to test the partial correlations between items for factor analysis and the suitability of item matrices for factor analysis", "Factor analysis" and "Hierarchical regression from multiple linear regression analysis" and multiple linear regression hypothesis before with the SPSS 21 statistical program.

Table 1: Reliability Analysis Results of Scales

SCALES	ITEM NUMBER	CRONBACH ALPHA VALUE
Scale of O.S.	8	,897
Scale of O.A.	17	,760
Scale of Innovation Ambidexterity	17	,840

In the internal consistency test for Perception of O.S., we can state that the scale is reliable since Cronbach's Alpha value was recorded as .897 for 8 items in total. Kaiser Meyer Olkin and Bartlett tests were used to testing the partial correlations between items and the suitability of their matrices for factor analysis before factor analysis, which is one of the tests performed with the SPSS 21 Statistics Program. Consequently of the analysis, the KMO value was recorded as .86 and likewise x^2= 2856.842, df = 253, p < .000. According to both results, we can state that there is a sufficient correlation between the items and that we can perform factor analysis on the sample. In the factor analysis, the varimax vertical rotation technique was used with the principal component analysis. Consequently of the analysis, the total variance of the scale, which has a value of more than 1 among eight items and a single dimension, was obtained as 72%. In this study, the internal consistency test for the O.A. scale, Cronbach's Alpha value was recorded as .760 for 17 items in total and KMO value was found to be .804 according to the results of the analysis of the main components to see the adequacy of the distribution for factor analysis, despite the small probability of partial correlation values for the O.A. scale. Bartlett's test result was recorded as x^2 = 2564.882, df = 236, p < .001 and this supported that the data showed a multivariate normal distribution. Consequently of the factor analysis carried out, four factors appeared over one eigenvalue. The total amount of variance for the four factors described is 68.720. The amount of variance explained by the factors is obtained as the first factor 34.260%, the second factor 13.089%, the third factor 12.94% and the fourth factor 8.431%. In the research conducted, the overall internal consistency number of the innovation ambidexterity scale is .92, Cronach Alpha value of the processor dimension from the components is α = .84; the Cronbach Alpha value of the explorative dimension is .90. KMO sample adequacy measurement value is obtained as high as .89 and recorded as x^2= 3022,661, df= 283, p < .000. Consequently of the factor analysis applied, the basic components and the varimax vertical rotation method were used and two values with an eigenvalue above 1 were reached. When the variance amounts explained by the two dimensions are examined, it is noted that the first dimension, the processor dimension, explains 51,146% of the total variance and the second dimension, the explorative dimension, explains 13,684% of the total variance.

4.4.2. Variables in the Model and Predictor Analysis Related to the Model

While moving from independent variables to the dependent variable, there are pauses in between. These pauses play a role in moderating or in other words regulating the effect/relationship of the independent variable to the dependent variable. These pauses have almost a moderator effect.

Table 2: Correlation Table Between Variables

Correlations		Inno_Amb_avg	Org_Su_avg	Org_Agi__avg
Pearson Correlation	Inno_Amb_avg	1,000	,581	,663
	Org_Su_avg	,581	1,000	,695
	Org_Agi__avg	,663	,695	1,000
Sig. (1-tailed)	Inno_Amb_avg	.	,000	,000
	Org_Su_avg	,000	.	,000
	Org_Agi__avg	,000	,000	.
N	Inno_Amb_avg	285	285	285
	Org_Su_avg	285	285	285
	Org_Agi__avg	285	285	285

The assumptions valid for multiple linear regression analysis should be tested before proceeding with the mediator variable analysis. First of all, we can say that the data set obtained with the Likert 5 type scale provides the first conditions in terms of both sample size and minimum spacing scale with 285 sample size.

Then, for dependent and independent variables; The situation of the existence of a linear relationship between dependent and independent variables, multiple normal distributions for all variables and multicollinearity of independent variables among themselves should be tested. Consequently of the multiple linear regression analysis performed with the SPSS 21 program, we can say that the "Linear Relationship" assumption between dependent and independent variables is provided for all independent variables. (r >,30 or p<,05). However, the lack of strong relationships between the independent variables indicates that there is no multicollinearity problem at this stage (r < ,70). In the summary table of our model, when we look at the Durbin Watson value (the value is expected to be in the range of 1-3) that we will check while testing the hypothesis assumption, we see that this value is 2.032. We can say that the estimation errors are independent and standard errors for regression parameters are within acceptable limits. When we look at the multiples and multiplication tables, since the tolerance values (expected to be >.10) are .987 and .965, respectively; VIF values (expected to be < 10) are 1.014 and 1.026, respectively;

Table 3: Table of Coefficients

Coefficients[a]		Unstandardized Coef.		Std. Coefficient		Correlations			Collinearity Sta.	
Model		Std. Error	B	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2,106		4,336	,000					
	org_su_avg	,478	,206	6,370	,000	,561	,520	,498	,987	1,014
2	(Constant)	1,762		3,298	,004					
	org_su_avg	,357	,183	6,868	,000	,561	,519	,498	,986	1,012
	org_Agi_avg	,256	,447	7,292	,000	,657	,467	,443	,965	1,026

CI values (expected to be < 30) are 3.936 and 6.020 respectively, we can also state that there is no multicollinearity problem between the arguments.

When we examine the Residual table, which contains another data set regarding possible estimation errors, since the maximum and minimum residual values are in the range of 1,8764-1,7168 (the value is expected to be < 3,3); in case any value is removed from the model, the Cook's distance, which gives the rate of change of the regression rates is 123 (the value is expected to be < 1).

Table 4: Table of Collinearity

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	od_ort	örg_Çev_ort
1	1	2,292	1,000	,00	,00	
	2	,367	3,936	,00	,01	
2	1	2,036	1,000	,00	,00	,00
	2	,341	3,853	,01	,01	,02
	3	,121	6,020	,03	,10	,19

The distance between Mahalanobis, which is the standardized measure of the differentiation of one independent variable from other independent variable averages and which doesn't include the situations which are compared with the number of independent variables and obtained from the chi-square distribution of $\alpha = .001$ and which isn't more than the critical value and this value doesn't exceed the limit and it is obtained as 9.039 (the limit for two independent variables is 13.82); in other words, based on the prediction error statistics and extreme value analyzes within the desired limits, it can be stated that multiple normal distribution condition is provided for dependent and independent variables.

Table 5: Residuals Statistics Table

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,0297	3,1547	2,4153	,793	285
Std. Predicted Value	-1,166	1,228	,000	1,000	285
Standard Error of Predicted Value	,029	,187	,046	,014	285
Adjusted Predicted Value	1,2399	4,7531	3,4140	1,0875	285
Residual	-1,87646	1,71686	,00000	,46719	285
Std. Residual	-1,002	2,362	,000	,996	285
Stud. Residual	-1,151	2,418	,000	1,002	285
Deleted Residual	-1,92233	1,87021	-,00010	,47285	285
Stud. Deleted Residual	-1,267	2,706	-,001	1,008	285
Mahal. Distance	,082	9,039	1,993	2,971	285
Cook's Distance	,000	,123	,004	,013	285
Centered Leverage Value	,000	,185	,007	,010	285

Apart from these analyzes, lastly, when the figure of Normal P-P Plot of Regression Standardized Residual performed to test the linearity of the relationship between the estimated errors and the estimated scores of the dependent variable is examined, we can state that the points are gathered around a line, that no situation will disrupt linearity and that the relationship between prediction errors and the dependent variable is linear.
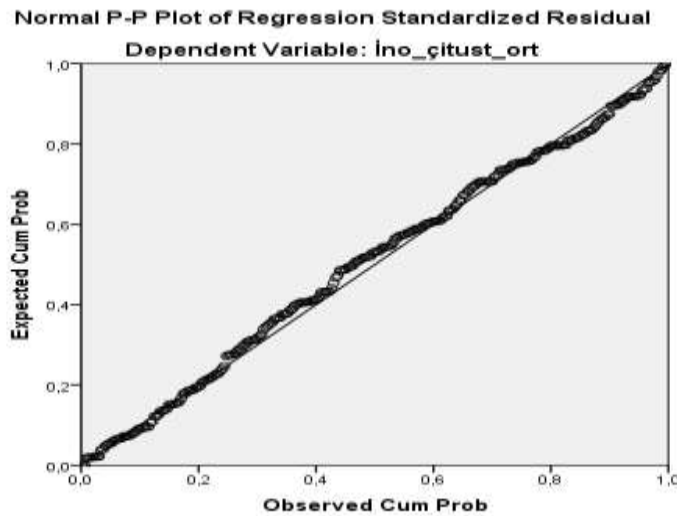
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: İno_çitust_ort

Figure 3: Screen Plot

Regression analysis and related tables for hypotheses are given below. R² (Determination Coefficient), F (Variance Value), standardized beta values, t value, Significance and dependent variables are analyzed in the SPSS package program and the results were interpreted.

Table 6: Hierarchical Regression Analysis Table

Model 1	R^2	F	Standardized Beta Coef.	T	Sig.
O.S.	,278	19,232	,206	6,370	,000

The Dependent Variable: Innovation Ambidexterity

When the table of Model 1 is analyzed consequently of the hierarchical regression analysis, it is seen that the model established between the innovation ambidexterity dependent variable and the O.S. independent variable is significant (P-value = .000 < .05) and O.S. affects innovation ambidexterity. The revealed effect is positive. According to our dataset, the organizational behavior variable explains 28% (R2 = .278) of the change in innovation ambidexterity.

H₁ (O.S. has a affirmative effect on O.A.) = **Acceptance**

Table 7: Hierarchical Regression Analysis Table

Model 2	R^2	F	Standardized Beta Coef.	T	Sig.
O.A.	,430	74,405	,447	7,282	,000

The Dependent Variable: Innovation Ambidexterity

When the second model is examined, it is seen that the second independent variable, included in the analysis of the regression analysis carried out based on the data set, is O.A. It is observed that the model established with the innovation ambidexterity dependent variable, O.S. and O.A. independent variables is also significant (P-value = .000 < .05) and both independent variables affect the ambidexterity innovation dependent variable. Consequently of this positive effect, we can say that the O.A. included in the model afterward and the O.S. independent variables explained the change in the innovation ambidexterity dependent variable at the rate of 43%. (R2 = .430).

H₂ (O.A. has a positive effect on innovation ambidexterity.) = **Acceptance**

Table 8: Model Summary Table

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Square F Change	Change df1	df2	Durbin- Sig.FC	D-W
1	,528[a]	,278	,260	,52615	,278	19,232	1		,000	2,032
2	,656[b]	,430	,616	,46884	,152	74,405	1	282	,000	

We can say that the 15.2% difference between the two models indirectly and as a moderator (Multiple Mediating Variable) affects the innovation ambidexterity dependent variable of O.S. through its O.A. independent variable.

H₃ (O.A. has a moderator effect on the effect of O.S. on innovation ambidexterity) = **Acceptance**

5. Conclusion, Discussion and Recommendations

5.1. Conclusion and Discussion

This study aims to reveal the degree of influence of O.S. perception and O.A. (moderator effect) on innovation ambidexterity. Several studies on innovation ambidexterity theory or other parallel issues in the studies in literature and the lack of emphasis on the factors that will trigger innovation ambidexterity reveal the need for further studies in this area. On the other hand innovation ambidexterity has not been found to be variables that work together with O.A. This situation, that is, the fact that the two variables are not working together, creates also a limitation by revealing the lack of literature. In this study, unlike other studies, innovation ambidexterity, O.A. and O.S. that positively affects O.A. that will mobilize innovation ambidexterity in order to be more successful have been studied together. In this context, as can be seen in Table 6, findings show that O.S. has a positive effect on innovation ambidexterity in enterprises. Similarly, when Table 7 is examined, it can be seen that the impact of O.A. on innovation ambidexterity is more affirmative. The perception of O.S. is also one of the main factors in the change of social phenomena according as the theory of mutual social exchange between employees and the organization (Gakovic & Tetrick, 2003:654; Ekmekçioğlu & Sökmen, 2016: 36). Consequently of the social exchange theory, organizations formed by employees whose belonging and commitment have increased in consequence of O.S. enable businesses to be much superior to their competitors in the face of changing conditions. Such organizations will be able to respond faster to changing market conditions, will have a proactive attitude and also act more flexibly. They will be able to implement decisions quickly. Organizations that cannot be easily imitated with a dynamic structure can now be called agile organizations. On the other hand when we think hypothetically, according to the research results, the positive effect of O.S., embodied in O.A. will reveal the structures that are encouraged and thanks to the support. The authentic structures will not only increase participation but also lead to superiority by revealing and performing the latent talent, which is the biggest intellectual capital. To ensure the diffusion of such skills within the business, the advantages and factors of doing business systemized with organizational learning will also be a means of superiority. Businesses that will survive and even increase their profitability, thanks to their knowledge and agility in all market conditions, will enter the future more securely and employees will further develop a sense of trust and belonging. However, basic theoretical studies (Eisenberger et al., 1986: 502; Shore & Wayne, 1993: 776) on O.S. have taken into account the psychological and social facts to reveal the perceived sense of O.S. to make the organization feel willing (Rhoades & Eisenberger, 2002: 702) to meet its members' social and emotional needs and reward their good performances (Işık, 2019: 1017). Devotion is one of the most important factors for employees to adopt organizational goals (Sağsan & Fırtına, 2015: 9). With a sense of devotion, members of the organization perform devoted work to achieve organizational goals. Some researchers have reached similar conclusions for agility. By perceiving changes in the

organization's environment such as opportunities, threats, adapting their strategies, business and management processes and ultimately their adaptation to change and focusing on the new order, they reached the conclusions that they looked at all stakeholders. (Ganguly et al., 2009: 416; Özeroğlu & Koçyiğit, 2009: 17). Similarly, in another study, it was emphasized that O.A. can adapt to changes that occur consequently of the efficient performance of an organization, by continuously responding rapidly and effectively (Olbert et al., 2017: 487; Basri & Zorlu, 2020:147-164). McKinsey reached also similar conclusions in an article, stating that agility will increase in importance among senior executives and will play a critical role in business success, arguing that increased agility will provide benefits such as higher income, customers and employees, increased efficiency and market penetration. (McKinsey, 2006: 286; Sağır & Gönülölmez, 2019: 63).

Later, the acceptance of the positive impact of O.A. on innovation ambidexterity strengthened the model and drew attention to the importance of O.A. for innovation ambidexterity. In the research, it is seen that the enterprises that exhibit O.A. features consequently of O.S. both increase their competitiveness and maintain their existing market share and provide processing superiority thanks to contextual and incremental innovation skills. On the other hand as supported by the research findings, it is an irresistible advantage for businesses to perceive hidden needs and to realize radical innovation activities by seeing the emerging market demands thanks to the characteristics such as speed and flexibility that develop directly through Organizational Agility. Subsequently, the acceptance of the positive impact of O.A. on the innovation ambidexterity strengthened the model as well as drew attention to the importance of O.A. for innovation ambidexterity. In the study, it is seen that businesses that exhibit O.A. characteristics consequently of O.S. gain processing superiority thanks to their contextual and incremental innovation skills by both increasing their competitive power and maintaining their current market share. On the other hand as the study findings support; It shows that businesses should be able to perceive the latent needs by seeing the market demands that have just emerged thanks to features such as speed and flexibility developed directly through O.A. and that they display an irresistible advantage by performing radical innovation activities.

Finally, the moderator effect of the study results is extremely meaningful for the research. The importance of O.A. has come to light to realize the innovation ambidexterity, which is important for businesses. In other words, it has been revealed that O.S. alone affects to a certain extent, but organizational skills can come to the fore and the effect can expand with organizational learning. These advantages, which can be activated by the responsiveness, flexibility, speed and competence of O.A. should be seen as the keys of innovation ambidexterity. According to the results of the research, the mentioned features are seen as the most effective way to activate the processor and exploratory dimensions of the innovation ambidexterity. However, some limitations should also be considered when interpreting the findings of the research.

5.2. Application Recommendations

The competition where all kinds of inputs and outputs for production are marketed and the competition has given on behalf of the market share to find customers is conceptualized has reached the peak in the 2000s. The common points of the companies that invest a lot in R&D to gain an advantage in the competitive environment are carrying out successful innovation activities. Whether it is a product, process, technology, or marketing innovation, all innovations are teamwork. Such studies are carried out in teams, which means in organizations and which means in people. Even if you have advanced technology, the idea comes only from a human. Even artificial intelligence is a product of human intelligence. It only proceeds by making optimal choices. But new ideas or emerging expectations can only be produced by organized people who are the basic building block of the organization. People can achieve success only if they feel good, happy and peaceful. Devoted organizations will be able to respond quickly to the expectations of the market and will not have any

problems in producing new ideas. Employees supported by their organizations will have more performances in their organizations and will strengthen their market position as well as anticipate the emerging expectations and make the necessary preparations.

5.3. Theoretical Suggestions

In connection with the results obtained in the research, we can state that the perception of O.S. affects O.A. positively and then both activates the innovation ambidexterity skill. Revealing the effects of perception of O.S. both directly and indirectly constitutes the additive of this study to the letters. The figure that emerged from the theoretical structure during the research is an important contribution to make the innovation ambidexterity easier to be understood by the enterprises. Moreover, by not ignoring the fact that it will make the theory a little more complicated (This problem can be easily overcome with the help of visual tools), advancing the explorative dimension from the dimensions of innovation ambidexterity with "Technology Management" elements will increase the success rate and shorten the time to be dominant.

5.4. Suggestions for Future Researchers

Finally, in recent days, when all situations and phenomena, including technology, ideas, thoughts, lifestyles, ways of doing business, the forms of education are changing rapidly, we should state that businesses, no matter what scale they are, need innovation ambidexterity and even more. We should note that it is essential to work in this field recently, where the impact of Covid-19 on the world, especially on economy and social reflexes, is obvious. In long-term crises, studies should be carried out on which add-ons to be modified to the skills of innovation ambidexterity and the mastery of turning the crisis into an opportunity. After all, every crisis is also an opportunity. Finally, it is recommended that innovation ambidexterity be studied in the future with topics such as augmented reality, Ind. 4.0 and the Int. of Things. With the processing and exploration skills, which are components of the innovation ambidexterity, businesses can survive in any crisis environment. For this reason, they should enable the structures that keep O.A. dynamic, which is important for O.A. Studying these structures are a suitable topic for future researchers. Studies on contextual and structural ambidexterity can also be carried out. Because, one of them is incremental, which is suitable for mechanical structures and the other is radical innovations, which are suitable for organic structures. These subjects need to be expanded and studied. The literature should be contributed. Moreover, it is also essential to carry out studies for businesses to adapt their matching and adaptation strategies to changing conditions.

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