P-ISSN: 2170-1040 | **Journal of Economic Papers** **Volume : 16 – Issue : 02 (2025), P: 280-302** | **E-ISSN:** 2602-5426

Organisational Ambidexterity and Organisational Identity in Business Organisations: Boundaries of Integration and Possibilities of Contradiction

ZOUAOUI Hamida

University of Mohamed Boudiaf, M'Sila (Algeria), hamida.zouaoui@univ-msila.dz

Received: 23/09/2025 **Accepted:** 07/11/2025 **Published:** 25/11/2025

Abstract:

The current study aims to provide an in-depth theoretical analysis of the relationship between organisational ambidexterity and organisational identity by investigating the scope of complementarity or contradiction between these two concepts in the contemporary organisational context. The article focused on clarifying the basic concepts of organisational ambidexterity as an organisation's ability to innovate and adapt, and organisational identity as the value and cultural framework that guides the behaviour of individuals within the organisation. The article also reviewed theoretical trends that addressed the interaction between ambidexterity and identity, highlighting the factors that may lead to harmony or conflict between them, especially in light of organisational change and transformation processes. The study concluded that the relationship between organisational ambidexterity and organisational identity is an intricate one, ranging from complementarity to contradiction. Ambidexterity can enhance identity if it is consistent with it, while tension between the two can lead to organisational fluctuation and decreasing performance.

Keywords: Organisational ambidexterity, organisational identity, business organisations.

JEL Classification: M20 ،M21

1. Introduction:

Organisational ambidexterity and organisational identity are vigorous topics in contemporary management literature, as both are closely related to the efficiency of institutional performance and to the ability of organisations to adapt to ongoing changes in their internal and external environments. Organisational ambidexterity is viewed as the ability to innovate and continuously improve processes and procedures. At the same time, organisational identity reflects the values and culture of the organisation, which determine how individuals within the organisation interact with its components. Although the two terms are often linked to shared values and goals, questions arise about the extent to which these two concepts complement or conflict in the context of the challenges facing contemporary organisations. This topic is critical in light of the rapid and successive developments organisations are experiencing in the fields of technology, management, and innovation. The relationship between organisational ambidexterity and organisational identity has raised many questions about whether this relationship represents a complementary one that enhances organisational efficiency, or whether it creates tension and divergence that may negatively impact performance.

In multiple cases, an excessive focus on organisational ambidexterity may distort or erode organisational identity. In contrast, in other cases, a strong organisational identity may help enhance the ability to innovate and adapt. Therefore, understanding this relationship requires careful study to discover the extent to which both ambidexterity and identity influence organisational effectiveness and success.

The current study aims to analyse the relationship between organisational ambidexterity and organisational identity in modern work environments. We will focus on how the two complement each other and impact organisational performance, and whether this relationship is complementary or contradictory. Therefore, the study seeks to answer several key questions to gain a deeper understanding of this relationship and provide practical guidance for organisations.

2. The methodological section::

2.1 Research Problem:

In light of the foregoing discussion, the central problem guiding this study is as follows:

- Does the relationship between organisational ambidexterity and organisational identity constitute a form of integration that enhances organisational performance, or does a contradiction between them exist that can negatively affect outcomes?

2.1 Sub-Questions:

- From this problem statement, the following sub-questions arise:
- How can the influence of organisational ambidexterity on organisational identity within firms be explained?
- What factors may generate contradictions or tensions between organisational ambidexterity and organisational identity?
- Can organisational identity support—or impede—the strengthening of organisational ambidexterity?

- How is the relationship between ambidexterity and identity reflected in contexts of organisational change and transformation?

2.2 Hypotheses:

- To address these questions, the study advances the following hypotheses:
- H1: Organisational ambidexterity reinforces organisational identity and contributes to improved organisational effectiveness.
- H2: Tensions between organisational ambidexterity and organisational identity exert an adverse effect on institutional performance.
- H3: A strong organisational identity supports and facilitates the development of organisational ambidexterity.
- H4: A balanced relationship between ambidexterity and identity contributes to the success of organisational change initiatives.

2.3 Significance of the Study:

The present study examines the complex and usually intricate relationship between organisational ambidexterity and organisational identity, and specifies how this relationship shapes performance and to what extent. The findings will guide managers and decision-makers on how to optimise the interaction between ambidexterity and identity to strengthen competitiveness and foster institutional innovation. The study also contributes to theoretical literature and managerial best-practices repertoire on management and organisational development.

2.4 Objectives:

The current study aims to:

- Analysing the relationship between organisational ambidexterity and organisational identity;
- Examining how their integration influences organisational performance;
- Identifying the factors that may generate contradictions or tensions between ambidexterity and identity.
- Elucidating the role this relationship plays in contexts of organisational change and transformation.

2.5 Methodology:

The study adopts a descriptive–analytical approach, conducting a critical review and synthesis of the relevant literature and theoretical approaches on organisational ambidexterity and organisational identity. In this sense, the main objective is to build a conceptual framework that better captures the nature of their relationship and to generate theoretical insights that deepen academic understanding of this topic.

3. Theoretical Framework of Organisational Ambidexterity:

3.1 Definition and core characteristics of organisational ambidexterity:

3.1.1 Definition of organisational ambidexterity:

Organisational ambidexterity has emerged as a central construct in contemporary organisation theory, though definitions vary according to firms' strategic objectives and contexts. At its core, the concept denotes a dynamic balance between exploration (searching for and experimenting with new opportunities) and exploitation (leveraging existing competencies and assets) within a flexible organisational architecture that enables the firm simultaneously to meet current business demands and adapt to environmental change.

Sebastian et al. (2009) describe ambidexterity as a “new research model” in organisation theory and they note that several foundational issues remain contested. They define it as the capacity of an organisation to align and efficiently manage present business requirements while, at the same time, adapting to shifts in its environment.

In a similar vein, Li and Huang (2012) conceptualise ambidexterity as the ability to execute strategy successfully by concurrently exploiting current capabilities and exploring novel opportunities, thereby supporting long-run performance.

Addressing the classic exploration–exploitation trade-off, Wan et al. (2017) identify three organisational logics for managing it: structural separation (distinct units for exploration and exploitation), temporal separation (sequencing the two over time), and contextual/domain-based ambidexterity (designing a setting in which individuals and units can fluidly engage in both, depending on situational cues).

On this account, organisations can pursue exploration and exploitation in parallel while preserving unit-level differentiation.

Consistent with these perspectives, Glaister, Ahammad, and Junni (2015) define organisational ambidexterity as the ability to perform exploration and exploitation in a balanced and simultaneous manner, accompanied by organisational changes that stem from embracing multiple, seemingly contradictory processes within the same firm. Kafetzopoulos (2021) likewise frames ambidexterity as a behavioural composite characteristic of organisations that achieve high, simultaneous levels of exploitation and exploration, thereby managing day-to-day operations efficiently without sacrificing future adaptability.

Accordingly, organisational ambidexterity is not reducible to innovation or operational excellence alone; rather, it is an organisational equation—rooted in structural flexibility, process governance that enables disciplined experimentation, and a culture that legitimises productive tension between the new and the established—through which firms convert apparent contradictions into enduring performance advantages.

In addition to the formulations cited above, organisational ambidexterity has been defined as the capacity of the firm to analyse and adapt to internal and external environmental contingencies, its ability to remain flexible in the face of external change, and its competence in apprehending complex, interlocking conditions simultaneously (Shatwan, Al-Naaji, 2025:52). It has also been described as a managerial approach that seeks a balanced integration between exploiting existing capabilities and exploring new opportunities, with the aim of optimising performance.

Synthesising these strands, we define organisational ambidexterity as the capability to sustain a dynamic, concurrent balance between exploration—oriented toward innovation and the discovery of future growth opportunities—and exploitation—focused on efficiency gains and the leverage of current resources—within a flexible organisational architecture that enables adaptation to complex environmental shifts and supports balanced strategic decision-making that advances both current and future performance.

3.1.2. Core characteristics of organisational ambidexterity:

Organisational ambidexterity denotes a firm’s proficiency in rapid adaptation, opportunity capture, and effective threat response. Its principal characteristics can be summarised as follows (Teece, 2020: 87):

- Strategic and operational flexibility: the ability to recalibrate strategies and processes swiftly in response to external change.
- Agile leadership: decision-makers who act quickly, sponsor innovation, and empower teams.
- Organisational learning: systematic encouragement of experimentation, with lessons codified from both successes and failures.
- Customer centricity: continuous sensing of evolving customer needs and responsive reconfiguration.
- Empowerment and decentralisation: delegation of decision rights to accelerate local problem-solving.
- Technological integration: leveraging digital tools and data-driven analytics to enhance efficiency and judgment.
- Cross-functional collaboration: coordinated work across units to align exploration and exploitation goals.
- Operational resilience: maintaining continuity of core operations under disruption and volatility.

Taken together, these properties pivot on swift adaptation through operational flexibility and decentralised decision-making, underwritten by innovation-oriented leadership, continuous learning, and a deep customer focus. Ambidextrous firms harness technology and internal collaboration to ensure business continuity and renewal in turbulent environments.

3.2 The Importance of Organisational Ambidexterity:

In strategic management scholarship, organisational ambidexterity occupies a pivotal position because it articulates how firms navigate the tension between innovation and efficiency. Its importance lies in enabling organisations to reconcile short-term performance pressures with long-term renewal, to absorb environmental uncertainty, and to translate adaptive capacity into sustained competitive advantage. By institutionalising the dual logics of exploration and exploitation—rather than trading one off against the other—ambidexterity offers a coherent pathway for superior performance, robust change management, and durable organisational development. We can also summerise the main importance of organisational ambidexeterity into the following elements (Shatwan, Al-Naaji, 2025:53):

- It enhances individuals' ability to go beyond their traditional roles through self-initiative and exploit opportunities outside their direct job responsibilities.
- It supports employees' independence in decision-making and implementation without the need to constantly refer to senior leadership, which contributes to accelerating response to change.
- It encourages individuals to engage in activities focused on adapting to new opportunities, provided they are consistent with the organization's overall strategic objectives.

- It reflects employees' ability to adapt and adjust to changes, enhancing functional cohesion and harmony within the work environment.
- It contributes to establishing a culture of sustainable innovation by balancing the exploitation of current resources with the exploration of future growth potential, ensuring sustained organizational performance and competitive advantage.
- It enables the organization to manage internal tensions arising from the balance between innovation requirements and effective implementation requirements, thus enhancing operational stability and achieving long-term strategic objectives.

It is clear that organizational ambidexterity is not merely a management approach, but rather an integrated framework that reflects an organization's readiness to cope with change by stimulating initiative, expanding autonomy, and efficiently managing internal tensions. Thus, it forms a vital foundation for sustainable performance and enhancing competitive excellence in the long term (Tushman & O'Reilly, 1996: 30).

3.3 Approaches and Dimensions of Organisational Ambidexterity:

3.3.1 Approaches to Achieving Organisational Ambidexterity:

Management literature indicates four main approaches that contribute to achieving organisational ambidexterity within organisations: the informal organisation approach, the top management leadership approach, the contextual approach, and the individual approach. Researchers Huang and Tempelaar (2010) discussed these approaches as practical frameworks through which organisations can develop their adaptive and innovative capabilities in environments characterised by instability and constant change.

* The Informal Organisation Approach: This approach is based on the social dimensions within the organisation, where a network of informal relationships is formed between individuals based on shared values and convergent organisational beliefs, elements that often stem from the prevailing organisational culture. This type of relationship contributes to creating an informal work environment that supports knowledge sharing and mutual trust, and provides a flexible basis for collaboration and experimentation (Moneta, Giovanni B, Etal, 2004:05).Accordingly, capitalising on these ties and funnelling them positively can lead to the emergence of informal organisational practices that support innovation and enhance the organisation's adaptability, without the need for formal structural changes.
* Top Management Leadership Approach: This approach is based on the premise that effective leadership at the top levels of the organisation is an essential element in achieving organisational excellence. Top management possesses the ability to support innovative initiatives and guide the organisation toward achieving a balance between exploration and exploitation (Raisch & Birkinshaw, 2008: 375). This is achieved by adopting structural flexibility, providing the necessary resources, and encouraging various business units to develop integrated solutions to manage internal contradictions, such as those resulting from multiple objectives and functions. This approach also requires leaders to

proactively gather information, identify future opportunities, and direct teams to exploit them efficiently.

* The contextual Approach: This approach relies on the internal environment created by the organisation through its systems, values, and organisational instructions. This context is viewed as the framework that guides individual behaviour and motivates them to balance exploratory activities focused on innovation and renewal with exploitative activities focused on efficiency and sustainability. Therefore, this approach includes creating a supportive organisational environment that provides adaptability to performance variables and encourages individuals to move between various activities according to specific strategic priorities. This approach is pivotal in building "organisational ambidexterity" which enables an organisation to handle complex decisions with flexibility and speed.
* The Individual Approach: This approach focuses on the individual capabilities and skills of human resources within an organisation, viewing individual creativity and innovation as a critical foundation for achieving organisational ambidexterity. Employees who possess specialised competencies, accumulated professional experience, and the ability to absorb the requirements of both exploitation activities (such as process improvement) and exploration activities (such as product development) are a key driver of organisational dexterity. This approach suggests that fostering innovation at the individual level and empowering employees to generate new ideas and transform them into practical applications is essential for building an organisation capable of continuous adaptation and renewal.

In addition to these four approaches, some researchers have suggested the importance of a dynamic balance between exploration and exploitation as the essence of organisational dexterity. Several sub-concepts have been proposed to achieve this balance, including: contextual ambidexterity, which relies on individuals' ability to switch between roles and activities within the same organisational context; sequential ambidexterity, which is achieved through temporal alternation between exploration and exploitation phases; and structural ambidexterity, which relies on separating activities into different units within the organisation, with complementary coordination between them. These patterns are practical organisational tools for achieving the desired balance and ensuring continuity of performance and development in changing environments (O'Reilly Tushman, 2011:22).

3.4 Dimensions of Organisational ambidexterity:

The most important dimensions of organisational ambidexterity are:

-The exploration Dimension: The exploration dimension represents one of the cornerstones of organisational ambidexterity, and it refers to an organisation's ability to continuously explore new opportunities and devise solutions that enable it to enhance its future performance. This dimension encompasses a range of activities and practices designed to develop organisational capabilities and explore new growth and expansion opportunities in an environment marked by rapid change and complexity. Exploration practices include supporting continuous organisational learning, encouraging employees to acquire new skills, and stimulating creative thinking at all organisational levels. It also includes analysing global trends and technological and market developments to proactively prepare for changes and ensure the organisation's readiness to meet future challenges. Through this dimension, organisations seek to build strategic partnerships and engage in innovation and renewal projects, enhancing their competitiveness and long-term sustainability, and expanding their scope of influence in their external environment.

- The exploitation Dimension: The exploitation dimension focuses on the optimal use of available resources and capabilities to achieve operational efficiency and maximise the organisation's current performance. This dimension includes a set of measures that contribute to improving internal operations, simplifying procedures, and increasing productivity, leading to the achievement of objectives with minimal waste. Exploitation practices include developing organisational structures, improving work and management systems, and utilising human, material, and financial resources efficiently. It also includes investing in employee training and development to raise the level of professional performance and enhance the organisation's operational capacity. This dimension is essential for ensuring the quality of services or products provided, achieving tangible results in the short term, rationalising costs, and improving resource allocation. Exploitation, therefore, contributes to enhancing internal stability and achieving the required balance with exploration activities, which constitutes one of the essential conditions for achieving organisational versatility.

- The dimension of balance between exploration and exploitation: The balance between exploration and exploitation is the essence of organisational versatility, through which organisations seek to achieve harmony between activities related to exploring future opportunities (exploration) and optimal utilisation of existing resources (exploitation). This balance is an ongoing challenge, especially in volatile business environments that require innovation and renewal without compromising operational efficiency. This dimension manifests itself in the organisation's ability to allocate resources and administrative efforts flexibly to support both approaches, so that neither overwhelms the other.

Prominent practices of this dimension include designing flexible organisational structures, developing leadership mechanisms capable of managing tensions arising from differing priorities, and providing an organisational culture that embraces change while respecting stability. This balance also contributes to improving strategic decision-making and ensuring the organisation's continuity by maintaining effective performance in the present while being well prepared for the future. Therefore, this dimension represents the vital link between dynamism and stability within the organisation and is a prerequisite for achieving sustainability and competitive superiority in the short and long terms.

3.5 - Conditions and manifestations of organizational ambidexterity:

3.5.1 Conditions of organizational ambidexterity:

To effeiciently achieve satisfying levels of organizational ambidexterity within organizations, a set of essential pre-conditions must be met, as follows (Al-Ghams & Al-Bishr, 2024:6):

- Clarity of the dual strategic goal: The strategic goal must be clear and explicitly express the importance of both exploring new opportunities and exploiting existing resources, reflecting a balanced approach to formulating the overall direction of the organization.
- Defining a common organizational identity: This requires clarifying the vision and core values that connect the various organizational units, whether exploratory or exploitative, to enhance a sense of belonging and internal consistency.
- Having a flexible and balanced organizational structure: Senior management must have clearly defined organizational units that combine exploration and exploitation and are capable of responding to environmental changes efficiently and effectively.
- Leadership's ability to manage tensions: Senior leadership must be able to withstand the natural tensions arising from the demands of exploration and exploitation and manage them in a manner that achieves a balance between innovation and efficiency.
- Functional separation between units: It is essential to distinguish between units focused on exploration and those concerned with exploitation. Each unit has its own objectives, organizational structures, cultures, and operational processes, but they complement each other and benefit from common organizational assets.
- Supporting a culture of learning and experimentation: A culture of continuous learning and openness to experimentation is essential to supporting organizational ambidexterity. It allows the organization to quickly adapt to changes and expand its innovative capabilities.
- A flexible and balanced reward system: The organization must design incentive systems that support both innovative (exploratory) efforts and operational (exploitation) processes, encouraging individuals to work effectively in both directions.

Therefore, meeting the conditions for organizational ambidexterity is a strategic necessity for organizations seeking to enhance their ability to adapt to rapid environmental changes without compromising their operational efficiency. These conditions contribute to establishing a balanced organizational foundation that combines flexibility and stability and enables the integration of exploration and exploitation activities within an integrated framework. Activating these conditions is therefore a key entry point for achieving organizational excellence and enhancing sustainable competitiveness.

3.5.2 Manifestations of organisational ambidexterity:

Organisational ambidexterity is demonstrated through several behaviours and patterns within the organisation, the most important of which are:

> Individual initiative and opportunity seizing: Individuals demonstrate an apparent ability to go beyond their traditional roles by capitalising on available opportunities, even if they fall outside their direct responsibilities.

> Independence in action: Individuals are motivated enough to make immediate decisions and act flexibly without the constant need to consult managers or seek prior permission.

> Willingness to adapt to strategic opportunities: Employees are encouraged to participate in initiatives that align with the organisation's broader strategic directions, especially those that require adapting to new or emerging environments.

> The ability to adapt and adapt organizationally: Individuals demonstrate a high degree of flexibility in interacting with internal and external variables, enhancing organisational cohesion and integration at the individual and collective levels.

> Continuous innovation alongside operational efficiency: Organisational ambidexterity is demonstrated by the organisation's ability to maintain its operational efficiency while simultaneously creating and developing innovations that ensure future growth and expansion.

> Learning from success and failure: One of the most prominent manifestations of organisational ambidexterity is the ability of individuals to learn from experiences, both successful and unsuccessful, and to use these experiences to develop improved future practices.

> Manifestations of organisational ambidexterity embody an organisation's ability to achieve a balance between exploration and exploitation, through behaviours and practices that reflect adaptability, initiative, and alignment with strategic objectives. These manifestations indicate a flexible and stimulating organisational environment that supports innovation while maintaining efficiency, contributing to sustainable performance and excellence in a changing business environment.

4. The theoretical framework of organisational identity:

4. 1 The concept and importance of organisational identity:

4.1. A- The concept of organisational identity:

The concept of organisational identity has received increasing attention from researchers in various fields of social and organisational sciences due to its direct and indirect impact on many aspects related to the work environment and individual behaviour within organisations. Global interest in this concept began to grow in the late 1950s, particularly in the United States, as a result of growing minority issues and ethnic conflicts, along with escalating intellectual and ideological tensions that threatened the structure of national cultures and the stability of civilisations. In light of these changes, the humanities and social sciences turned to studying the concept of identity as an important framework for understanding individuals' affiliations and interactions within groups, particularly in institutional and organisational contexts.

Among the most prominent early contributions in this field, Tolman's 1941 article "*The Psychologist*" is considered one of the first works to address identity in its collective context. Tolman noted that an individual striving for excellence focuses not only on developing himself but also on improving the performance of the group to which he belongs. Albert and Whetten's (1985) definition of organisational identity has been a central reference in the recent literature. However, there is some variation among studies in interpreting the concept's main dimensions, whether by relying directly on organisational members' perceptions or by using indirect tools to identify organisational identity characteristics. Some research has viewed organisational identity as an internal concept used by organisations to define themselves.

In contrast, others have viewed it as a concept developed by external researchers to describe essential features related to the organisation's structure and the nature of its components (Abd al-Rahman, 2022:172). For example, the work of Hatch and Schultz is exceptional in this regard. They presented a theory that promises practical implications for organisations regarding organisational continuity, recognising that it resides in the balanced behaviour of organisational members with each other and with stakeholders. Although their model is effective, they overlook how the political interests of individuals overwhelm balanced behaviour. The politics that arise as a result of individual identity are considered psychological and link identity to organisational learning as a co-developmental process (Mujib, 2017: 02).

Organisational identity is defined as the degree of employee commitment and attachment to the organisation's values and goals, and the accompanying sense of loyalty and belonging that motivates them to continue working within it and serving it over the long term. Wang et al. (2017) asserted that this attachment goes beyond apparent behavioural aspects to deeper dimensions related to intrinsic motivation and alignment with the organisation's philosophy, which contributes to enhanced organisational performance and job stability. This type of commitment is one of the essential indicators for measuring the effectiveness of organisational identity within the workplace (Wang, Demerouti & Le Blanc,2017: 185).

At the executive level, Kline et al. (2017) approached the concept of organisational identity from a managerial and strategic perspective, arguing that it: "is embodied in the extent to which executives' personal identities overlap with their perception of the identity of the organisation they lead (Kline et al. 2017:57).

This interactive relationship is a crucial factor in achieving congruence between individual and organisational goals, which produces a degree of strategic consistency in decision-making processes and the formulation of the organisation's overall direction." According to this conception, organisational identity is a form of social identification that reflects the unity of vision between leadership and the institutional entity. On the other hand, Mael and Ashforth (1992) offered a definition that focuses on the cognitive aspect of organisational identity. They considered it: "A state of psychological and cognitive identification with the organisation, whereby the individual tends to interpret the organisation's success or failure as a personal success or failure" (Mael & Ashforth, 1992:103). This definition suggests that individuals identify with the intrinsic qualities and characteristics that define their organisation, fostering a sense of shared identity and organisational loyalty. This, in turn, motivates individuals to act in ways that serve the organisation's interests, aligning with their personal identity.

Organisational identity relates to the extent to which employees identify with the organisation in which they work or their professional field of specialisation. Organisational identity is also defined as: "The impression held by members of an organisation, and this impression may be positive or negative, depending on the policy pursued within the organisation"(Daft, 2013: 46).

Organisational identity also refers to the personal and subjective characteristics that distinguish an organisation from other organisations, represented by values, attitudes, orientations, components, and interactions within the social, cultural, and organisational environment, among other things. From the above, we find that organisational identity is a cognitive concept that reflects the extent of individuals' connection and psychological and moral integration with the organisation to which they belong, through defining themselves by the values, goals, and characteristics that distinguish the organisation. It refers to the degree of compatibility or alignment between the individual and the organisation, such that individuals view its success or failure as a reflection of their personal identity. Its levels vary between complete identification, neutrality, or partial or total rejection, making it a decisive factor in shaping organisational behaviour and professional affiliation.

4.1. B- The importance of organisational identity:

The importance of organisational identity is highlighted in the following:

- Through its fundamental role in influencing the feelings, attitudes, and perceptions of employees, which in turn undoubtedly impacts the organisation and its ability to confront various challenges. This importance is only linked to the presence of a strong organisational identity.
- Organisational identity fosters a sense of belonging and cooperation among employees. It also increases active participation, facilitates coordination and communication, and reduces employee turnover, which is reflected in their behaviour and actions. This reinforces the essential characteristics of the organisation and distinguishes it from other organisations.
- The strength of organisational identity and employees' sense of belonging over time helps management as a whole overcome the crises facing these organisations, thus contributing to the success of the organisation's management and increasing its performance.

When individuals are strongly motivated to achieve organisational goals and their job satisfaction is high, they exert significant effort at work and participate in additional activities required by their roles without seeking direct compensation. Furthermore, they serve as ambassadors for their organisations, defending the organisation and its reputation outside of work. This enhances and elevates the individual's standing and morale toward the organisation.

4.2 - Forms and Types of Organisational Identity:

4.2 A- Forms of Organisational Identity According to the Individual's Relationship with the Organisation:

Kreiner & Ashforth (2004) summarised the forms of organisational identity by analysing the nature of the relationship between the individual and the organisation they work for, as follows:

- Organisational Identity: This form refers to the state in which there is a high degree of alignment between the individual's thinking and actions and the goals and values of the organisation they work for. The individual defines themselves through their affiliation with the organisation and demonstrates a high degree of identification with it, which strengthens their organisational loyalty and makes them view the organisation's success as their own.

Organisational Non-Identity: This form represents a state of separation or contradiction between the individual's identity and the organisation's identity. The individual perceives himself as possessing characteristics that are different from or opposing those represented by the organisation, distancing himself intellectually and behaviorally from it, leading to a weakened sense of belonging and possibly criticism or rejection of some of the organisation's orientations.

Neutral Identity: This expresses a neutral stance, where the individual neither expresses positive nor negative feelings toward the organisation nor directly links their personal identity to it. In this case, the individual remains unbiased in his assessment of the organisation's behaviour and goals, treating it merely as an employer, without a deep psychological or symbolic connection.

Dual Identity: This form refers to a state of contradictory identification, where the individual partially identifies himself with certain qualities or values represented by the organisation, but simultaneously rejects or opposes other aspects of it. Thus, the individual displays a selective acceptance of the organisation's identity, identifying with some activities and distancing himself from others, reflecting a fragile balance between belonging and rejection.

4.2 B- Types of organisational identity:

Albert and Whetten also presented a classification of organisational identity through which two types of identity can be distinguished, which are presented below(Bouden & Ghaleet, 2022: 913):

Normative Identity: Normative identity refers to the value dimension of an organisation's identity, focusing on the ideological and cultural principles that form the frame of reference for individual behaviour and decision-making within the organisation. This identity embodies the deeply held beliefs, ethical standards, and ideals embraced by employees, motivating them to make decisions consistent with the organisation's shared values, rather than solely based on profit and loss criteria. This type of organisational identity reflects a corporate culture that emphasises adherence to principles and strengthens individual cohesion around the organisation's vision and mission. This is a motivating factor for making decisions that serve the long-term interests of the organisation.

-Utilitarian Identity: Utilitarian identity represents an organisational orientation based on economic principles and the logic of maximising utility. It views individuals as rational actors seeking to achieve their personal interests through decisions aimed at maximising profits and minimising costs. Within this framework, it is assumed that organisational success stems from a rational balance between benefits and costs in relationships within the organisation, where the primary goal is to enhance efficiency and maximise financial returns. This identity stems from a functional and performative logic that seeks to achieve tangible results, unlike the normative identity, which focuses on principles and values as a driving force behind organisational behaviour.

- Hybrid Identity: Hybrid identity refers to a state of overlap between two or more identities within an organisation. These identities are often disparate or even contradictory in terms of values and goals. This identity results from attempts to combine normative and utilitarian orientations, or other patterns, resulting in a complex organisational structure characterised by diversity and multiplicity of orientations and principles. In this context, internal conflicts or tensions may arise due to differing visions among organisational actors. However, this identity may also contribute to enhancing the ability to adapt and innovate if managed effectively. While most organisations tend to adopt a unified organisational identity agreed upon by stakeholders, some organisations may have other sub-identities that reflect distinct core characteristics as perceived by different leaders or internal groups, adding a dynamic dimension to the concept of organisational identity. 3- Dimensions of Organisational Identity: Organisational identity consists of three main dimensions, according to the Blader et al. (2009) scale. Together, they express the extent of an individual's psychological and intellectual connection and belonging to the organisation. These dimensions are:

- Identification: This dimension reflects the individual's sense of integration and identification with the organisation. Achieving the organisation's goals and assuming a social or professional status becomes part of their self-identity. The individual identifies with the organisation's successes and failures as if they were their own personal experiences, which strengthens their deep connection to the institution and motivates them to contribute effectively to achieving its vision.

- Pride: This refers to the positive feelings and pride resulting from an individual's affiliation with the organisation. This pride stems from the positive social appreciation the organisation receives in the surrounding environment, which reinforces the desire to maintain this affiliation and project a positive image to others, which positively impacts the individual's motivation and organisational performance.

- Respect: This reflects members' appreciation for their status and value within the work environment. This includes mutual appreciation among colleagues, superiors, and subordinates. This respect enhances a sense of belonging and psychological security, leading to a cooperative and productive work environment where the individual feels an integral part of the group and holds a respected position within it.

5. The relationship between organizational ambidexterity and organizational identity: Analysing the relationship: complementary or contradictory:

After reviewing the theoretical framework of both ambidexterity and organisational identity, we arrive at the core of the problem posed by the title of the article: Are these two concepts complementary and harmonious, or are they in contradiction and opposition?

In reality, the relationship between them is a complex dialectical one; it is not a binary relationship (either complementary or contradictory), but rather a dynamic one. In some cases, the two concepts may complement each other and reinforce each other, while in other cases, tension may arise between them if they are not carefully managed. Before analysing this relationship, I would first like to highlight the most important theories that address the relationship between the two concepts.

5.1- Theories of the relationship between organizational ambidexterity and organizational identity:

Many theories have addressed the relationship between organisational ambidexterity and organisational identity. Some researchers view them as an enabling relationship that supports innovation and flexibility, while others view them as a potential source of tension or stagnation. Other theories have focused on the role of identity as an explanatory framework for understanding organisational change and the importance of balancing identity stability with the organisation's adaptability. In this section, we review four main theories that reflect these perspectives:

A- The theory of identity as an enabler or hinderer of ambidexterity (cognitive coherence theory): This theory, rooted in organisational psychologist Karl E. Weick, argues that organisational identity constitutes a shared cognitive system that provides a framework for interpreting ambiguous and complex events (sensemaking). According to Weick, a strong and stable identity is not a hindrance, but rather a fundamental enabler of ambidexterity. It provides a cognitive "compass" that allows members to make quick, independent, and consistent decisions under conditions of uncertainty, because their actions are guided by a shared understanding of who we are. Therefore, identity here is not a static entity, but rather a dynamic process of interpretation that enables agile responses.

B- Identity Adaptation and Core Rigidity Theory (Core Competency Theory): This theory, developed by Dorothy Leonard-Barton, posits that an organisation's sources of strength (its core competencies) can transform into significant rigidity sources that hinder its adaptability and versatility. Organisational identity is closely linked to these competencies, as the organisational "self" is defined by them. Therefore, true versatility requires an organisation to be able to update and adapt its identity itself, not just its strategies and processes, to avoid falling into the trap of core rigidity caused by clinging to an identity that is no longer compatible with the demands of the environment.

C- Stability-Change Paradox Theory (Paradox Management Theory): This theory, associated with the work of researchers Wendy Smith and Marianne W. Lewis, views the relationship between identity and ambidexterity as a paradox that needs to be managed, not resolved. Identity represents the organisation's need for stability, continuity, and cohesion, while ambidexterity represents its need for change, flexibility, and adaptation. Effective organisational ambidexterity lies in leaders' ability to accommodate these seemingly opposing poles and allow them to coexist. Identity provides a stable and secure anchor that gives employees the confidence to take risks and adapt, enabling the organisation to change without losing its sense of self (Smith & Lewis,2011:387).

C- Identity Maintenance During Transformation Theory (Core Stability Theory): Introduced by researchers Dennis A. Gioia and Megan Thomas, this theory focuses on how organisations manage strategic identity change while maintaining a sense of continuity. It assumes that ambidexterity sometimes requires a shift in identity. However, this shift is more successful when presented as an evolution or revival of the organisation's enduring "core" values and principles, rather than as a complete erasure of the past. In this way, the requirements of ambidexterity (adaptability) are reconciled with the requirements of identity (stability), as change is viewed as a means of preserving the organisation's true identity under new circumstances (Dennis & Schultz, Corley , 2000: 65).

5.2 Analysing the relationship between complementarity and organisational identity based on previous theories:

5.2.1- The axis of complementarity and synergy:

In this context, ambidexterity is not understood as a random reaction to change, but rather as a directed strategic capability. Here, the complementarities emerge (Doz& Kosonen, 2008: 87):

*<u>Identity as a driver of ambidexterity:</u> A well-established and well-known organisational identity within the organisation provides a "strategic compass" or "stable fulcrum." When the organisation faces rapid market changes, its identity, core values, mission, and purpose help it distinguish genuine opportunities aligned with its core from shifts that could harm its long-term reputation. In other words, ambidexterity is most effective when a clear identity drives it. Identity allows an organisation to be agile in its own way, giving it a competitive edge even as it adapts. An example of this is Microsoft under the leadership of Satya Nadella. When Nadella took over as CEO in 2014, Microsoft was suffering from inertia and internal conflict. Nadella reaffirmed the company's core identity of empowering every person and every organisation on the planet to achieve more, but he radically changed the tactical application of this identity. Instead of sticking with Windows as the centre of all operations—a non-agile stance—he shifted the company toward a cloud-based, software-as-a-service (SaaS) model. He leveraged identity as a driver of ambidexterity, prompting employees to ask, "What can we do to achieve our core mission in today's cloud- and AI-driven world?" The answer was to adapt boldly while maintaining the company's core ethos.

* <u>Identity as a source of psychological resilience:</u> The process of adaptation and transformation can be intimidating for employees, generating resistance to change. A strong organisational identity provides a sense of continuity and stability in the midst of change. When employees understand that changes are intended to preserve "who we are" and our success in a changing world, not to abandon our identity, they feel safer engaging in innovation initiatives and taking calculated risks, which are vital to ambidexterity.

3M's organisational identity is firmly rooted in innovation and scientific research (the company that discovers). This identity provides Employees with a psychological safety blanket to experiment with new ideas and even fail, something recognised by the famous 15% rule that allows scientists to spend 15% of their time working on personal projects. Here, ingenuity (the ability to quickly create new products) is directly fed by an identity that provides legitimacy and space for experimentation.

* <u>Ambidexterity as a means of identity renewal:</u> An organisational identity is not set in stone; it must evolve to remain relevant. It enables the organisation to sense the environment and respond quickly and effectively. It provides valuable data and feedback on how the current identity is perceived and whether it needs to be reworked or updated. Ambidexterity allows the organisation to conduct small, safe experiments to test potential new identity elements without risking the entire organisation.

An example of this is Adobe. Adobe transitioned from selling software perpetually (a box of discs) to a cloud-based subscription model. This was a tremendously astute move. By monitoring market and customer reactions to this shift, Adobe not only changed its business model but also gradually revamped its identity from being merely a software product maker to an ever-evolving creative partner providing ongoing services and solutions. Its ambidexterity in responding to the market enabled it to reshape its identity to become more modern and relevant to the times. B- Potential tension and contradiction: Despite the complementarities, managing the two concepts together is not easy, and acute tensions can arise, such as (Dennis, et al., 2013:154):

* <u>The risk of fragmentation and loss of identity</u>: The frantic pursuit of ambidexterity and responding to every market change without the filter of identity can lead to an "identity crisis." An organisation may begin chasing every opportunity, making its offerings confusing for customers and its internal culture distracting for employees. Employees may wonder, "Who have we become?" if our strategies and priorities change frequently without a straightforward narrative linking them to our core identity (Rajiv, et al. , 2007:935).

An example of this is Yahoo. At the height of the dot-com era, Yahoo was a stark example of unguided ambidexterity. The company acquired dozens of startups and ventured into numerous and disparate fields (search, media, social services, e-commerce, etc.) without a clear strategy or established identity to guide these moves. This fragmentation confused both the market and employees, and Yahoo lost its own identity, contributing to its eventual decline. It was nimble in its movements but without a compass. - Rigidity vs. Flexibility: The flip side of identity is that it can become a source of rigidity. Identity can become a pretext for resistance (This is not who we are?), hindering any attempt at adaptation or innovation. In this case, identity transforms from a compass that guides adaptation into an anchor that weighs down the organisation and prevents it from being agile, making it vulnerable to disruption.

An example of this is Kodak. Its identity was deeply tied to photographic film (capturing memories). When digital technology emerged, its engineers saw the opportunity. However, senior management, trapped in its highly successful traditional identity, refused to adapt radically, believing that digital photography was (this is not who we are?) or that it would harm its core business model. This fatal rigidity, resulting from a narrow interpretation of identity, prevented it from exploiting its own invention, the digital camera, and led to its famous bankruptcy.

* The Balance Challenge: The most significant strategic challenge is finding the right balance between consistency in the essence of identity and flexibility in forms, expressions, and applications that represent ingenuity. Failure to distinguish between what is essential and immutable, such as core values, and what is tactical and adaptable, such as marketing channels or business models, is the root of the apparent paradox.

An example of this is Netflix. It has struck this balance remarkably well. The core of its identity (providing entertainment conveniently and enjoyably to customers) has remained constant. However, its applications have been highly flexible. It began as a DVD-by-mail rental service, then transitioned to online video streaming, and then became a producer of original content. Each time, it abandoned its successful old model to pursue a new one that better served its core identity. It is understood that the delivery medium (the app) may change, but the essence of the service (the identity) remains constant.

5.3- Mechanisms needed to achieve integration between organisational ambidexterity and organisational identity:

To ensure that identity does not become an anchor of stagnation and ambidexterity does not become a force for distraction, organisations can adopt the following mechanisms:

5.3 A- Dynamic strategic formulation mechanism: This mechanism is based on conducting periodic quarterly or semi-annual strategic reviews that focus not only on goals and numbers, but also on testing the organisation's strategy against its core identity in light of external changes. The fundamental question here is: "How can we achieve our new strategic objective while adhering to our core values?"

For example, holding workshops that include leaders at all levels to discuss emerging challenges and opportunities, assess their alignment with the organisational identity, and formulate flexible strategic paths that align with the organisation's core values. For example, Microsoft consistently uses this mechanism, linking all its cloud computing and AI initiatives to a straightforward narrative around "empowering individuals and organisations," making strategic adaptation directed and coherent (Nag et al. 2007: 935).

5.3.B- Values-embodied leadership mechanism: It is not enough to write values on walls; leaders must embody them in every decision and behaviour. This mechanism is based on leaders creating safe spaces for employees to experiment and innovate, while constantly reminding them of the core framework of their identity that cannot be compromised. Leaders are trained to link change initiatives to organisational values in their daily communications. Reward employees who demonstrate innovation while maintaining the company's values, not just those who achieve financial results. For example, Satya Nadella's leadership at Microsoft was not simply the implementation of a new strategy; it was a living embodiment of the values of empathy and a growth mindset, giving the company the flexibility to change while preserving its culture (Schein, 2017:124).

5.3. C- Flexible resource governance mechanism: This mechanism gives different units and teams the authority to experiment with new ideas and allocate rapid resources (budgets, task forces) to them, but within a clear governance framework represented by the "Innovation Initiative" that governs these processes and ensures they do not deviate from the identity. Adopt frameworks such as Agile or Scrum with "stage-gates" to evaluate projects not only based on financial feasibility, but also on alignment with the organisation's identity and strategic purpose. For example, the famous Google company allows its employees to spend 20% of their time working on personal projects. However, these projects are subject to review and evaluation to ensure that they ultimately serve the company's mission of organising global information (O'Reilly & Tushman, 2021: 89).

5.3. D- Explanatory Storytelling Mechanism: This mechanism builds a strong and consistent internal organisational narrative that explains "why" we are changing what we are changing and how this change reinforces our identity rather than contradicts it.

This mechanism transforms change from a threat to a new chapter in the organisation's ongoing story. It was recommended to use internal channels (for example : town hall meetings, internal newsletters, leadership videos) to tell success stories that demonstrate how core values helped a team make an agile decision or create a successful solution. When Adobe announced its transition from selling software to a subscription model, both internal and external narratives focused on how this shift would enable them to serve customers better and more consistently, which aligns with the core of their identity based on enabling innovation (Sonenshein, Scott, 2020:238).

5.3. E- Sensing and learning systems mechanism: This mechanism aims to establish formal channels to collect data from the external environment (customers, competitors, new technologies) and internally (employee feedback, culture studies) and then transform this data into actionable insights on how to update practices while preserving identity. Create dedicated exploration teams tasked with horizon scanning and providing regular reports on emerging trends and their potential impact on the organisation's identity and work. Amazon has a powerful sensing mechanism through its "Start with the customer and work backwards" culture. They collect massive data on customer behaviour and experience, and use these insights to adapt nimbly to offer new services like Amazon Web Services, which ultimately defines their identity as "the world's most agile-centric company" (Teece, 2012:1399).

Integrating ambidexterity and identity is not a fixed state that can be achieved once and for all, but rather a continuous process of managing the creative tension between them. By applying these mechanisms in an integrated and consistent manner, organisations can build what is known as "Resilient Core," where identity becomes a source of strength and continuity, not stagnation, and ambidexterity becomes an efficient tool for conscious strategic adaptation, not random dispersion.

6. Conclusion:

In light of the rapid transformations facing modern organisations, the relationship between organisational dexterity and organisational identity has become a fundamental focus for understanding how organisations respond to change without losing their essence. This article seeks to address this problem through a dialectical analysis of the relationship between the two concepts, not as a rigid relationship based on absolute harmony or complete opposition, but rather as a dynamic relationship that oscillates between complementarity and tension, depending on the organisational context and management and adaptation mechanisms. By reviewing the theoretical framework and applied models, a set of hypotheses was tested to understand how organisations can balance preserving their identity on the one hand and the ability to respond flexibly to changes on the other. First: Results: This study reached a set of results that answer the hypotheses from which we began, as follows:

- The first hypothesis: Organisational dexterity enhances organisational identity and contributes to enhancing the effectiveness of organisational performance. This hypothesis is validated. Examples such as Adobe and Microsoft have shown that dexterity, when practised within a framework of values and identity, not only contributes to performance but also nurtures identity, leading to a positive, reinforcing cycle between the two parties.
- The second hypothesis: The existence of tension between organisational dexterity and organisational identity leads to a negative impact on organisational performance. This is partially validated. Tension in and of itself is not always negative; it can be creative if managed strategically. However, in the absence of conscious management, as in the case of Yahoo, this tension becomes an impediment to performance and leads to fragmentation and loss of identity.
- The third hypothesis: A strong organisational identity contributes to supporting and facilitating the development of organisational ambidexterity within organisations. This hypothesis is validated. Cases such as M3 and Netflix confirm that a solid identity provides a secure psychological and cultural foundation for innovation and experimentation, which supports and guides organisational ambidexterity.
- The fourth hypothesis : The balanced relationship between organisational ambidexterity and organisational identity contributes to the success of organisational change processes. This hypothesis is validated, as models such as Microsoft and Netflix have demonstrated that maintaining the core identity while remaining flexible in its application supports the success of change, achieving the desired balance between stability and renewal.

Based on what has been extensively discussed and found, we may propose the following recommendations:

- Strengthening understanding of organisational identity at all functional levels to ensure a collective awareness of the core values that govern adaptation and innovation.
- Establishing the principle that organisational ambidexterity is not incompatible with identity stability, but instead aligns with it when guided by values.
- Developing dynamic strategic planning processes based on a periodic review of the alignment of goals with identity.

-Training leaders to use identity as a guiding tool in change and innovation decisions, rather than as an obstacle;
-Engaging employees in discussions about identity and change to reduce resistance to change and increase a sense of belonging;
-Building evaluation systems for innovation initiatives that include identity alignment criteria, not just financial return;
- Adopting flexible frameworks (such as ambidextrous) coupled with transparent identity governance to avoid confusion;
- Supporting an internal organisational narrative that consistently explains the relationship between identity and change in a compelling and straightforward narrative style;
- Establishing specialised strategic foresight teams to monitor emerging trends and assess their alignment with the identity;
- Allocating time and structure for experimenting with new ideas within the boundaries of the organisational identity;
- Developing human resources policies that reward behaviours that combine commitment to the identity with a spirit of innovation;
- Emphasising that the organisational identity is not entirely fixed but rather subject to gradual, guided evolution;
- Disseminating internal success stories that demonstrate how the identity has helped make effective agile decisions;
- Integrating the identity into all official communication messages so that it becomes part of the organisation's daily language;
- Working to establish an "organisational memory system" that records identity developments and links them to previous transformation paths, to be used as a future reference in change processes.

Only with such integrated and hybrid approach, organisations cannot avoid the structural contradiction between organisational ambidexterity and identity, but also cleverly invest in the creative tension between them to build a sustainable competitive advantage that enhances their ability to adapt without losing themselves.

7. References:

7.1 Academic Journals:

1-Abdel Rahman, A. M. Q. (2024). Good Governance and Achieving Organisational Ambidexterity in Civil Society Organisations. *Journal of Studies in Social Work*, *3*(68).

2-Al-Awadhi, I. A. A., & Al-Abbasi, E. M. (2023). The Mediating Role of Organizational Ambidexterity in the Relationship between Human Resource Resilience and Organizational Learning among Employees of Egyptian Telecommunications Companies in the Middle Delta. *Journal of Contemporary Business Studies*, *9*(16).

3-Al-Ghams, W. B. M., & Al-Bishr, F. B. A. (2024). A Proposed Model for Improving the Level of Organisational Ambidexterity among Female Principals in Public Schools in Riyadh. *Manar Al-Sharq Journal of Education and Educational Technology*, *3*(1).

4-Badawi, M. F., & Abdel Aziz, A. J. (2023). Proposed Scenarios for Achieving Entrepreneurial Performance at Menoufia University in Light of the Organisational Ambidexterity Approach. *Educational Journal*, *1*(112).

5-Boden, N., & Shafia, G. (2022). Components of Building Organisational Identity. *Al-Hikma Journal of Philosophical Studies, 10*(2).

6-Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organisational Identity, Image, and Adaptive Instability. *Academy of Management Review*, *25*(1).

7-Ibrahim, N. E. S., & Farid, S. T. M. (2024). The Impact of Organisational Ambidexterity on Improving Institutional Performance (An Applied Study). *Benha Journal of Humanities, 2*(3).

8-Kline, W., Kotabe, M., Hamilton, R., & Ridgley, S. (2017). Organisational Constitution, Organisational Identification, And Executive Pay Executive Controls in the USA And Japan. *Asia-Pacific Journal of Business Administration*, *9*(1).

9-Kreiner, G., & Ashforth, B. (2004). Evidence for an Expanded Model of Organisational Identification. *Journal of Organisational Behaviour, 25*.

10-Mael, F., & Ashforth, B. (1992). Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organisational Identification. *Journal of Organisational Behaviour*, *13*(2).

11-Mohamed, M. A. M. I., & Al-Nafrawi, A. A. R. (2025). The Impact of Empowerment Leadership and Career Success on Organisational Ambidexterity: A Field Study of Sports Clubs in Al-Majma'ah Governorate. *Journal of Administrative Research*, *43*(1).

12-Mom, T. J. M., van den Bosch, F. A. J., & Volberda, H. W. (2009). Understanding Variation in Managers' Ambidexterity: Investigating Direct and Interaction Effects of Formal Structural and Personal Coordination Mechanisms. *Organisation Science*, *20*(4).

13-Moneta, G. B., et al. (2004). Leader behaviours and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, *15*(1).

14-Mujib, H. (2017). Organisational Identity: An Ambiguous Concept in Practical Terms. *Administrative Sciences - UK*, *7*(3).

15-Mustafa, R. M. S., & Ahmed, A. M. S. (2025). The Mediating Role of Organizational Ambidexterity in Strengthening the Relationship between Paternalistic Leadership and Organizational Pride: An Applied Study at Cairo University. *Scientific Journal of Financial and Commercial Studies and Research*, *6*(1).

16-Nag, R., et al. (2007). What Is Strategic Management, really? Inductive Derivation of a Consensus Definition of the Field. *Strategic Management Journal*, *28*(9).

17-O'Reilly, C. A., & Tushman, M. L. (1996). Ambidextrous Organisations: Managing Evolutionary and Revolutionary Change. *California Management Review*, *38*(4).

18-O'Reilly, C. A., & Tushman, M. L. (2011). Organisational Ambidexterity in Action: How Managers Explore and Exploit. *California Management Review*, *53*(4).

19-Raisch, S., & Birkinshaw, J. (2008). Organisational Ambidexterity: Antecedents, Outcomes, and Moderators. *Journal of Management*, *34*(3).

20-Rahman, F. M. A. (2022). Organisational Identity in Egyptian Universities and the Determinants of Its Activation (A Theoretical Study). *Journal of Educational Administration*, (33).

21-Shatwan, K. I., & Al-Naaji, A. M. (2025). Strategic Leadership and Its Impact on Organisational Ambidexterity (A Field Study of Administrative Leaders in the Misurata Free Zone). *Journal of Economics and Business Studies, 12*(1).

22-Shatwan, K. I., & Al-Naaji, A. M. (2025). Strategic Leadership and Its Impact on Organisational Ambidexterity (A Field Study on Administrative Leaders in the Misurata Free Zone). *Journal of Economics and Business Studies*, *12*(1).

23-Smith, W. K., & Lewis, M. W. (2011). Toward a Theory of Paradox: A Dynamic Equilibrium Model of Organising. *Academy of Management Review*, *36*(2).
24-Sonenshein, S. (2020). The Story of Why: Narrative and the Evolution of Organisational Identity. *Academy of Management Review*, *45*(2).
25-Teece, D. J. (2012). Dynamic Capabilities: Routines versus Entrepreneurial Action. *Journal of Management Studies*, *49*(8).
26-Wang, H., Demerouti, E., & Le Blanc, P. (2017). Transformational Leadership, Adaptability, and Job Crafting: The Moderating Role of Organizational Identification. *Journal of Vocational Behavior*, *100*.

7.2 Books

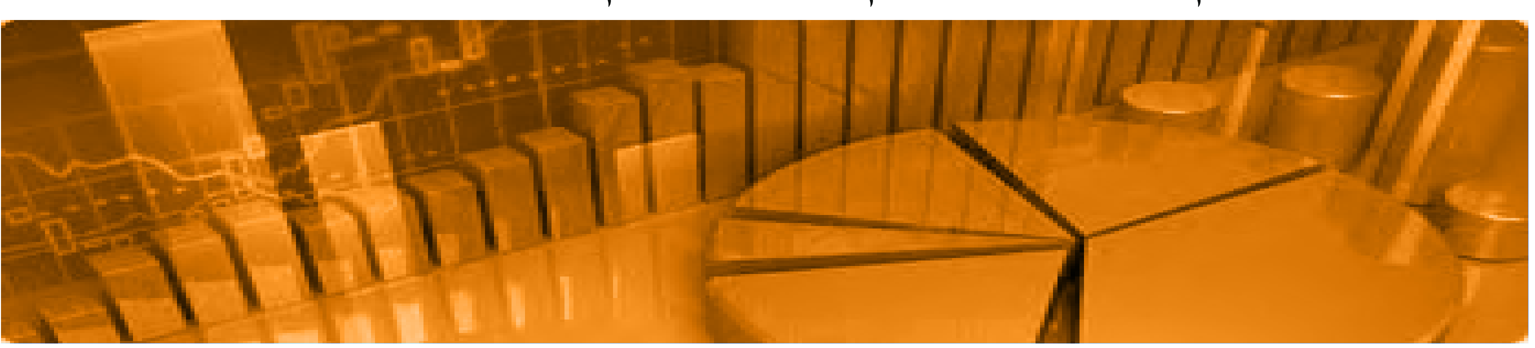
27-Daft, R. L. (2013). *Organisation Theory & Design* (11th ed.). Southwestern, Cengage Learning.
28-Doz, Y. L., & Kosonen, M. (2008). *Fast Strategy: How Strategic Ambidexterity Will Help You Stay Ahead of the Game*(1st ed.). Pearson Education.
29-Gioia, D. A., et al. (2013). *Organisational Identity: A Reader* (1st ed.). Oxford University Press.
30-Leonard-Barton, D. (1995). *Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation* (1st ed.). Harvard Business School Press.
31-O'Reilly, C. A., & Tushman, M. L. (2021). *Lead and Disrupt: How to Solve the Innovator's Dilemma* (2nd ed.). Stanford Business Books.
32-Schein, E. H. (2017). *Organisational Culture and Leadership* (5th ed.). John Wiley & Sons.
33-Teece, D. J. (2020). *Dynamic Capabilities and Strategic Management: Organising for Innovation and Growth*(2nd ed.). Oxford University Press.
34-Weick, K. E. (1995). *Sensemaking in Organisations* (1st ed.). SAGE Publications.

جامعة زيان عاشور بالجلفة

كلية العلوم الاقتصادية و العلوم التجارية و علوم التسيير

مجلة
دفاتر اقتصادية

دورية علمية دولية مُحكمة نصف سنوية تصدر عن
كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير بجامعة الجلفة



المجلد 16 // العدد 02

نوفمبر 2025م – جمادى الثاني 1447هـ

ردمد : 2170 - 1040   الإيداع القانوني : 2010 - 4844

مجلة دفاتر اقتصادية

المجلد 16 – العدد 02

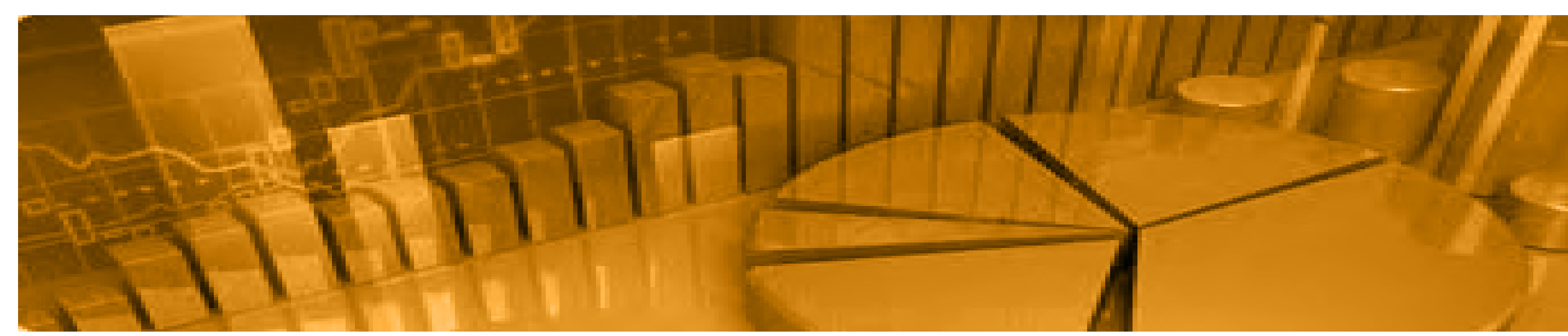
كلية العلوم الاقتصادية و العلوم التجارية و علوم التسيير

UNIVERSITE ZIANE ACHOUR DE DJELFA

FACULTE DES SCIENCES ECONOMIQUE ET
DE GESTION ET SCIENCES COMMERCIALES

REVUE
CAHIERS ECONOMIQUES

Périodique Scientifique internationale Semestrielle Publiée Par la Faculté des Sciences Economiques, Sciences Commerciales et Sciences de Gestion - Université de Djelfa



Volume 16 // Issue N° 02

Novembre 2025 – Djoumada Ethani 1447h

ISSN : 2170 - 1040   Dépôt légal : 2010-4844

جامعة زيان عاشور بالجلفة
كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير

مجلة
دفاتر اقتصادية

دورية علمية دولية مُحكمة نصف سنوية تصدر عن
كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير بجامعة الجلفة

المجلد 16 / العدد 02

جمادى الثاني 1447 **هـ / نوفمبر** 2025 م

ردمد: 2170-1040

الإيداع القانوني: 2010-4844

قواعد و شروط النشر في المجلة

يسر هيئة تحرير مجلة **دفاتر اقتصادية** أن تستقبل الأبحاث والدراسات ذات العلاقة بتخصصات العلوم الاقتصادية والإدارية باللغات العربية، الفرنسية والانجليزية. وتخضع هذه البحوث لمعايير وشروط التحكيم في البحث العلمي الأكاديمي من متخصصين، وتطبق فيها شروط المجلات العلمية المحكمة، وترى أن تكون النصوص المرسلة وفقا للشروط التالية:

- أن يكون النص المرسل جديدا لم يسبق نشره، وان يتسم بالأصالة وتحترم فيه قواعد وأخلاقيات النزاهة العلمية.
- تخضع النصوص المرسلة لرأي محكمين من مختلف الجامعات المحلية والأجنبية.
- أن تعتمد الأصول العلمية والمنهجية المتعارف عليها في إعداد البحوث والدراسات، بما في ذلك التقديم للبحث، وتنسيق أقسامه، والتوثيق الكامل لمراجعه، وإعداد الجداول والأشكال البيانية بصورة تيسر تصويرها للطباعة، وإدراج خلاصة تتضمن نتائج البحث.
- أن لا يتجاوز عدد صفحات النصوص المرسلة 20 صفحة.
- يراعى في الصفحة الأولى من المقال إدراج الأتي: [عنوان المقال، إسم الباحث(ة) كاملا، الدرجة العلمية، ومؤسسة الإنتماء كاملة].
- ضرورة إدراج ملخص للبحث في الصفحة الأولى بلغة المقال، وآخر باللغة الإنجليزية. وفي حالة المقالات باللغة الأجنبية يشترط إدراج ملخص باللغة العربية.
- تقدم البحوث مرقونة على صفحة A_4 [$29.7_{سم}\times21_{سم}$] بحجم الخط 15 Traditional Arabic، أما بالنسبة للغة الأجنبية فيكون بخط 13 Times New Roman، على أن تكون الهوامش في آخر البحث وفق ترقيم تسلسلي بحجم الخط 13 بالنسبة للغة العربية و 11 بالنسبة للغة الأجنبية. يمكن الاستعانة -في هذا الصدد- بقالب المجلة الذي يمكن تحميله من موقع المجلة.
- تخضع المقالات المعروضة للنشر لموافقة هيئة التحرير، ولها أن تطلب من الكاتب إجراء أي تعديل على المادة المقدمة قبل إجازتها للنشر.
- تحتفظ المجلة بحقها في نشر النصوص وفق خطة التحرير، وحسب التوقيت الذي تراه مناسبا.
- تقدم البحوث وفق نظام Word 2003 وترسل حصرا عبر منصة المجلات العلمية الجزائرية:

https://www.asjp.cerist.dz/en/PresentationRevue/374

- ترتيب المقالات في المجلة لا يخضع لأهمية البحث ولا لمكانة الباحث.
- المقالات المنشورة في المجلة لا تعبر إلا عن آراء أصحابها.

أخلاقيات النشر

تنشر مجلة دفاتر اقتصادية المقالات العلمية الأصيلة والمحكمة، بهدف توفير جودة عالية لقرائها من خلال الالتزام بمبادئ مدونة أخلاقيات النشر ومنع الممارسات الخاطئة.

تصنف المدونة الأخلاقية ضمن لجنة أخلاقيات النشر Committee On Publication) (COPE) (Ethics وهي الأساس المرشد للمؤلفين والباحثين والأطراف الأخرى المؤثرة في نشر المقالات بالمجلة من محكمين، مستشارين، منقحين وناشرين، بحيث تسعى المجلة لوضع معايير موحدة للسلوك؛ وتسهر المجلة على أن يقبل الجميع بقوانين المدونة الأخلاقية اتفاقا، وبذلك فهي ملتزمة تماما بالحرص على تطبيقها في ظل القبول بالمسؤولية والوفاء بالواجبات والمسؤوليات المسندة لكل طرف

مسؤوليات الناشر

- **قرار النشر**: يجب مراعاة حقوق الطبع وحقوق الاقتباس من الأعمال العلمية السابقة، بغرض حفظ حقوق الآخرين عند نشر المقالات بالمجلة، ويعتبر رئيس التحرير مسؤولا عن قرار النشر والطبع ويستند في ذلك إلى سياسة المجلة والتقيد بالمتطلبات القانونية للنشر، خاصة فيما يتعلق بالتشهير أو القذف أو انتهاك حقوق النشر والطبع أو القرصنة، كما يمكن لرئيس التحرير استشارة أعضاء هيئة التحرير أو المراجعين في اتخاذ القرار.
- **النزاهة**: يضمن رئيس التحرير بأن يتم تقييم محتوى كل مقال مقدم للنشر، بغض النظر عن الجنس، الأصل، الاعتقاد الديني، المواطنة أو الانتماء السياسي للمؤلف.
- **السرية**: يجب أن تكون المعلومات الخاصة بمؤلفي المقالات سرية للغاية وأن يحافظ عليها من قبل كل الأشخاص الذين يمكنهم الاطلاع عليها، مثل رئيس التحرير، أعضاء هيئة التحرير، أو أي عضو له علاقة بالتحرير والنشر وباقي الأطراف الأخرى المؤتمنة حسب ما تتطلب عملية التحكيم.
- **الموافقة الصريحة**: لا يمكن استخدام أو الاستفادة من نتائج أبحاث الآخرين المتعلقة بالمقالات غير القابلة للنشر بدون تصريح أو إذن خطي من مؤلفها.

مسؤولية المحكم

- **المساهمة في قرار النشر**: يساعد المحكم (المقيم) رئيس التحرير وهيئة التحرير في اتخاذ قرار النشر وكذلك مساعدة المؤلف في تحسين المقال وتصويبه.
- **سرعة الخدمة والتقيد بالآجال**: على المحكم المبادرة والسرعة في القيام بتقييم المقال الموجه إليه في الآجال المحددة، وإذا تعذر ذلك بعد القيام بالدراسة الأولية للمقال، عليه إبلاغ رئيس التحرير بأن موضوع المقال خارج نطاق عمل المحكم، تأخير التحكيم بسبب ضيق الوقت أو عدم وجود الإمكانيات الكافية للتحكيم.
- **السرية**: يجب أن تكون كل معلومات المقال سرية بالنسبة للمحكم، وأن يسعى المحكم للمحافظة على سريتها ولا يمكن الإفصاح عليها أو مناقشة محتواها مع أي طرف باستثناء المرخص لهم من طرف رئيس التحرير.

◆ **الموضوعية**: على المحكم إثبات مراجعته وتقييم الأبحاث الموجهة إليه بالحجج والأدلة الموضوعية، وأن يتجنب التحكيم على أساس بيان وجهة نظره الشخصية، الذوق الشخصي، العنصري، المذهبي وغيره.

◆ **تحديد المصادر**: على المحكم محاولة تحديد المصادر والمراجع المتعلقة بالموضوع (المقال) والتي لم يهمشها المؤلف، وأي نص أو فقرة مأخوذة من أعمال أخرى منشوره سابقا يجب تهميشها بشكل صحيح، وعلى المحكم إبلاغ رئيس التحرير وإنذاره بأي أعمال متماثلة أو متشابهة أو متداخلة مع العمل قيد التحكيم.

◆ **تعارض المصالح**: على المحكم عدم تحكيم المقالات لأهداف شخصية، أي لا يجب عليه قبول تحكيم المقالات التي عن طريقها يمكن أن تكون هناك مصالح للأشخاص أو المؤسسات أو يلاحظ فيها علاقات شخصية.

مسؤولية المؤلف

◆ **معايير الإعداد**: على المؤلف تقديم بحث أصيل وعرضه بدقة وموضوعية، بشكل علمي متناسق يطابق مواصفات المقالات المحكمة سواء من حيث اللغة، أو الشكل أو المضمون، و ذلك وفق معايير و سياسة النشر في المجلة، وتبيان المعطيات بشكل صحيح، و ذلك عن طريق الإحالة الكاملة، ومراعاة حقوق الآخرين في المقال؛ وتجنب إظهار المواضيع الحساسة وغير الأخلاقية، الذوقية، الشخصية، العرقية، المذهبية، المعلومات المزيفة وغير الصحيحة وترجمة أعمال الآخرين بدون ذكر مصدر الاقتباس في المقال.

◆ **الأصالة والقرصنة**: على المؤلف إثبات أصالة عمله وأي اقتباس أو استعمال فقرات أو كلمات الآخرين يجب تهميشه بطريقة مناسبة وصحيحة؛ و**مجلة دفاتر اقتصادية** تحتفظ بحق استخدام برامج اكتشاف القرصنة للأعمال المقدمة للنشر.

◆ **إعادة النشر**: لا يمكن للمؤلف تقديم العمل نفسه (المقال) لأكثر من مجلة أو مؤتمر، وفعل ذلك يعتبر سلوك غير أخلاقي وغير مقبول.

◆ **الوصول للمعطيات والاحتفاظ بها**: على المؤلف الاحتفاظ بالبيانات الخاصة التي استخدمها في مقاله، وتقديمها عند الطلب من قبل هيئة التحرير أو المقيم.

◆ **الإفصاح**: على المؤلف الإفصاح عن أي تضارب للمصالح، مالي أو غيره والذي قد يؤثر على نتائج البحث وتفسيرها، ويجب الإفصاح عن مصدر كل دعم مالي لمشروع مقاله.

◆ **مؤلفي المقال**: ينبغي حصر (عدد) مؤلفي المقال في أولئك المساهمين فقط بشكل كبير وواضح سواء من حيث التصميم، التنفيذ والتفسير، مع ضرورة تحديد المؤلف المسؤول عن المقال وهو الذي يؤدي دورا كبيرا في إعداد المقال والتخطيط له، أما بقية المؤلفين يذكرون أيضا في المقال على أنهم مساهمون فيه فعلا، ويجب أن يتأكد المؤلف الأصلي للمقال من وجود الأسماء والمعلومات الخاصة بجميع المؤلفين، وعدم إدراج أسماء أخرى لغير المؤلفين للمقال ؛ كما يجب أن يطلع المؤلفون بأجمعهم عن المقالة جيدا، وأن يتفقوا صراحة على ما ورد في محتواها ونشرها بذلك الشكل المطلوب في قواعد النشر.

◆ **الإحالات والمراجع**: يلتزم صاحب المقال بذكر الإحالات بشكل مناسب، ويجب أن تشمل الإحالة ذكر كل الكتب، المنشورات، المواقع الإلكترونية و سائر أبحاث الأشخاص في قائمة الإحالات والمراجع، المقتبس منها أو المشار إليها في نص المقال.

◆ **الإبلاغ عن الأخطاء**: على المؤلف إذا تنبه واكتشف وجود خطأ جوهريا وعدم الدقة في جزئيات مقاله في أي زمن، أن يشعر فورا رئيس تحرير المجلة أو الناشر، ويتعاون لتصحيح الخطأ.

حقوق المؤلف

جميع المواد الواردة في هذا الموقع محمية بموجب حقوق الطبع والنشر ولا يجوز إعادة إنتاجها، ويمكن للأفراد عرض محتوى المجلة أو تنزيله أو طباعته أو حفظه لأغراض البحث والتدريس و / أو الدراسة الخاصة، حيث يمتلك الناشر حقوق النشر على جميع المواد المنشورة في موقع مجلة دفاتر اقتصادية، وتنطبق الإرشادات التالية على المستخدمين لموقع المجلة:

1-لا يجوز للأفراد مشاركة اسم المستخدم أو كلمة المرور الخاصة بهم دون إذن الناشر.

2-يجوز للأفراد عرض محتوى المجلة أو تنزيله أو طباعته أو حفظه لأغراض البحث والتدريس.

3-أي استخدام و / أو نسخ من هذه المجلة كليا أو جزئيا، يجب أن تتضمن الاقتباس البيبليوغرافي المعتاد، بما في ذلك إحالة المؤلف والتاريخ وعنوان المقالة واسم المجلة وعنوان موقعها على الويب.

- تنويه عن الضمان:

قد يتم إجراء تغييرات في منشورات المجلة في أي وقت، حسب ما تقتضيه الضرورة.

- بيان الخصوصية:

سيتم استخدام الأسماء وعناوين البريد الإلكتروني التي تم إدخالها في موقع المجلة بشكل حصري للأغراض المذكورة لهذه المجلة ولن يتم توفيرها لأي غرض آخر أو لأي طرف آخر.

- الرسوم والمصاريف:

المجلة غير تجارية ولا تفرض رسوما على التحكيم، قبول النشر والطبع.

عند قبول مقال، يتم نقل حقوق النشر تلقائيا إلى مجلة دفاتر اقتصادية.

سياسات الوصول المفتوح (Open Access)

يتم الوصول إلى جميع المقالات المنشورة من قبل مجلة دفاتر اقتصادية بحرية وبشكل دائم عبر الإنترنت فور نشرها، دون عوائق، بما فيها النصوص الكاملة للأوراق البحثية الموجودة وذلك تطبيقا للمبدأ القائل بأن **"إتاحة الأبحاث بحرية للجمهور يدعم تبادلا عالميا أكبر للمعرفة".**

Revue Cahiers Economiques Open Access Journal

دليل المؤلفين

ارسال مقال

ندعو المؤلفين الراغبين في نشر مقالاتهم الأصيلة ذات الطابع التطبيقي، يطلعوا على **"تعليمات للمؤلف"** وعلى **"دليل المؤلف"** الموجودين في المساحة المخصصة لمجلة "مجلة دفاتر اقتصادية" على منصة المجلات العلمية الجزائرية (ASJP)، عبر الرابط التالي:

https://www.asjp.cerist.dz/en/PresentationRevue/374

ولتقديم المقالات المقترحة للنشر على المؤلفين النقر على البند **"إرسال مقال"** الموجود بقائمة الاختيارات على يسار الصفحة بالمساحة المخصصة للمجلة بالمنصة **ASJP.**

إذا كان لدى المؤلف حساب (اسم مستخدم وكلمة مرور) لـــلولوج إلى مساحة "مجلة دفاتر اقتصادية"، فعليه النقر على الخيار "**دخول**". فإن لم يكن لديه حساب فعليه تسجيل نفسه بالنقر على الخيار "**تسجيل**".

ملاحظة: التسجيل والدخول ضروريان كي يتمكن المؤلف من تقديم مقاله عبر المنصة، ومتابعته.

اعداد المقال

من أجل تسريع عملية نشر المقالات في "مجلة دفاتر اقتصادية"، فإن المؤلفين مدعوون لتحميل قالب نموذجي يستجيب لشروط النشر (**Template RCE – Ar**) يحمل من حساب المجلة بالمنصة من قسم "**تعليمات للمؤلف**".

دليل المؤلف

- المؤلفون مدعوون لقراءة هذه التوصيات وتطبيقها بعناية،

-يحق لرئيس التحرير إعادة المقال الذي لم يحترم هذه القواعد.

عملية تحكيم المقال

في الخطوة الأولى، يتم فحص المقال بشكل مجهول (بعد حذف اسم/أسماء المؤلفين) على مستوى الأمانة الداخلية للمجلة، التي تجتمع بانتظام للبث في التزام المؤلفين بقواعد النشر ومدى ملائمة مقالاتهم لميدان تخصص المجلة، قبل إرسالها إلى المحررين (أعضاء الهيئة العلمية) المعتمدين لدى المجلة. فإذا لم يحصل المقال على قبول إجابي من المحررين، فسيتم إعادته إلى مؤلفه مع تعليقات واقتراحات المحررين. ويمكن للمؤلف إعادة إرساله بعد الأخذ بعين الاعتبار التوصيات المقدمة.

في الخطوة الثانية، وفي حالة التزام صاحب المقال بتوجيهات قواعد النشر وملائمته للتخصص، فإن المقال سوف يكون مؤهلا لعملية التقييم (نمط الكتابة الصحيح، سلامة طرح المشكلة، وجود فرضية للبحث، منهجية صريحة لمعالجة المشكلة، وما إلى ذلك من متطلبات التقييم)، وسيتم إرسال المقال المجهول الهوية إلى التقييم المزدوج من قبل المحررين، وبدور كل واحد منهما سيتم إرسال المقال إلى مراجعين اثنين منطوين تحت شبكته، وفقا لشبكة تقييم موحدة يجب عليهم تعبئتها بشكل إلزامي. ويمكن أيضا للمحرر المشارك أن يقيم المقال بنفسه إن رغب في ذلك. وتسهر أمانة المجلة على الربط والتنسيق ما بين المؤلفين وما بين المحررين المرتبطين بها.

عندما يحصل المقال على تقييم إيجابي وآخر سلبي، سيعرض المقال مرة أخرى على مقيم ثالث من داخل الوطن أو من خارجه؛ ومن تم يتحدد مآله حسب نتيجة التحكيم، التي تعتبر نهائية، وفي حالة القبول بعد التعديل فإن صاحب المقال عليه أن يجري التصحيحات المطلوبة منه خلال مدة زمنية لا تتعدى شهرا واحدا.

في حالة قبول المقال، ترفق المادة المقدمة للنشر بإقرار "حق نقل حقوق التأليف والنشر" الذي يمكن تحميله من مساحة المجلة بالمنصة (**RCE_Copyright Transfer and Declaration Ar**)، وهذا الإقرار مدرج في ملف مضغوط موجود تحت البند "تعليمات للمؤلف".

مدة تحكيم المقال

يتم تقييم المقال في مدة 45 يوما، ولكن يمكن أن يستغرق التقييم فترة أطول تتراوح بين شهرين إلى ثلاثة أشهر في المتوسط، حسب الوقت المتاح لدى المحكمين.

افتتاحية العدد

بعون الله وتوفيقه، يصدر هذا العدد من "مجلة دفاتر اقتصادية"، وهو العدد الثاني من المجلد السادس عشر لسنة 2025، الذي يصدر عن المجلة منذ إنطلاق مسيرتها التي بدأت سنة 2010، ولا تزال متواصلة بإذن الله للسنة السادسة عشر على التوالي دون انقطاع - ولله الحمد والمنة – وذلك بفضل تظافر جهود طاقمها الإداري والعلمي والتقني.

نأمل بإصدار هذا العدد وما تضمنه من مقالات متنوعة في مجالات الاقتصاد، الإدارة، المحاسبة والمالية، التسويق والرقمنة والذكاء الاصطناعي، أن نساهم – ولو بالشيء اليسير – في دعم مسيرة النشر العلمي الهادف والمتخصص للأساتذة والباحثين الذين وثقوا بنا وأرسلوا إلينا مقالاتهم وأبحاثهم لنشرها في المجلة، ونعتذر لمن لم نتمكن من نشر مقالاتهم بسبب تراكم المقالات، ونرجو أن نتمكن من نشرها مستقبلاً إن شاء الله.

في الأخير لا يسعني إلا أن أتقدم بجزيل الشكر وعظيم الامتنان لأعضاء طاقم التحرير بالمجلة والأساتذة المراجعين والتقنيين وكل من ساهم في إصدار هذا العدد من قريب أو من بعيد، فجزاهم الله عنا كل خير.

.. والله ولي التوفيق

<u>رئيس التحرير</u>: أ.د. أحمد ضيف

فهرس المجلد 16 - العدد 02 (2025)
Index of Volume 16 / Issue 02