

Investigating the relationship between organizational ambiguity and organizational entrepreneurship and organizational success

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Abstract : This study aims to measure the relationship between organizational ambiguity and organizational entrepreneurship and organizational success and with a practical approach in Asia Insurance Company. Research literature and studies indicate that organizational ambidexterity variables are related to organizational entrepreneurship and organizational success.

A questionnaire consisting of 31 questions with a five-point Likert scale is used to collect data. First, the questionnaire from the perspective of experts, from Content validity comment confirmed. Then the validity of the structure was performed using the confirmatory factor analysis technique. The value of AVE of all variables was higher than 0.5 and convergent validity was confirmed. To measure reliability, Cronbach's alpha coefficient and composite reliability were calculated. Cronbach's alpha coefficient of the questionnaire was 0.889 Was calculated and the CR value of all variables was above 0.7. Therefore, the reliability of the questionnaire was evaluated as desirable. The statistical population of this research includes all employees of Asia Insurance Company with 270 people and the questionnaire was given to 160 employees by simple random sampling. Structural equation modelling techniques and LISREL software were used to test the research hypotheses. organizational ambidexterity affects the organizational success and organizational entrepreneurship.

Exploratory innovation affects the organizational success and organizational entrepreneurship. Extractive innovation (exploitation) has a positive and significant effect on organizational success and organizational entrepreneurship. Keywords: organizational ambidexterity, organizational entrepreneurship, organizational success, Asian insurance

INTRODUCTION: In recent years, the rapid and continuous course of events has gradually changed the boundaries and dynamics of the business environment and has faced all institutions with new, unexpected and wide-ranging challenges. As the last years of the twentieth century approached and the new century entered, the pace of change intensified; in a way Many organizations were faced with a kind of bewilderment in how to deal with the dynamics of the environment.

(Arab and real, 1383, 71-56)

Environmental changes have a very effective and undeniable effect on organizational growth and success. Many organizations that have been profitable and successful for years, due to changing environmental coordinates and not keeping up with the dynamics of the environment, could not function properly and faced bankruptcy and death. In other words, one of the most important and effective aspects in organizational growth and success is how to deal with the environment and environmental dynamics. Environmental dynamics are conditions that the environment imposes on the organization and creates threats and opportunities for the organization. Due to the importance of the environment and its great impact on the growth and success of organizations, many thinkers to this and They have paid attention to this issue.

Chandler is considered to be the first theorist to point out the importance of the organization's attention to the environment as an important variable justifying the growth and success of the organization. Other researchers argue that sustainable organizational growth and success is in exploiting existing capabilities and discovering new opportunities (ambidexterity) in environmental dynamics and change.

Looking at the definitions of entrepreneurship, we find that the role of the entrepreneur is to make the connection between knowledge and science and industry and market. Entrepreneurship is also considered as a way of thinking that its application in the insurance industry can help It is worthwhile to grow the success and development of this industry. Given the important role that the insurance industry plays in economic development, organizational ambidexterity is a new concept in management that is debatable in relation to organizational survival and company performance.

organizational ambidexterity is increasingly important for achieving sustainable competitive advantage Is and causes organizational growth and success.

An organization needs organizational ambidexterity for survival, growth and success, performance improvement, innovation and competitiveness in today's dynamic environment. Successful organizations in a dynamic environment

are with using the facilities at their disposal (exploiting) and discovering new opportunities (exploring), are ambidexterity. The effect of organizational ambidexterity and entrepreneurship on its various components, can be optimized as well as continuous improvement of insurance processes, Causes the development and dynamism of the economic environment as well as the security of managers of various economic and industrial sectors Be the country (Charsoghi and Maghanki, 1392, 1).

Changes in increasing competitiveness and uncertainty in the environment have made it impossible for large organizations that make small changes in their methods and structure to compete with small companies that have more flexibility, speed and innovation. Society attaches considerable importance for organizations that encourage and organizational ambidexterity and entrepreneurship and nurture the talents of individuals. Today, organizations are increasingly placed in situations where it is necessary for them to have a tendency towards organizational ambidexterity and entrepreneurial activities (همکاران و گائو 149 175 - ، 2017).

In recent years, businesses based on organizational ambidexterity and entrepreneurship with many environmental challenges It has been faced with increasing the knowledge of employees and their very high level of mobility, the emergence of investment Private audacity is shortening the life cycle of technology and increasing research and development costs. Given these challenges, it is very difficult to compete with the closed innovation business model (Fez and Tina 15, 2015).

Today's business environment needs more of an organizational ambidexterity and entrepreneurial dualistic model that not only develops ideas It helps but also supports more innovative ideas to take advantage of environmental opportunities. Taking advantage of opportunities created outside of companies makes the company more effective and efficient. Take advantage of Opportunities created outside companies make the company more effective and efficient. Business models Collaborative work must be redesigned to pave the way for external cooperation Open certain activities of the company and improve the delivery process, thus reducing the need for some departments in the company (Cardon et al 24, 2017).

organizational ambidexterity and entrepreneurial spirit and the use of open innovation affect the growth and success of the business. Given that many factors and variables affect the growth and success of the business, by reviewing the research literature, In this study, we seek to discover these variables and examine them in the structure of the organizational ambidexterity model and entrepreneurship.

Regardless of the business model suitable for launching open architecture in organizations, despite the extensive changes that occur in the environment, organizations face difficulties in implementing them and can't fully Benefit from the benefits of open architecture, which is a business necessity in the information age.

Examining the process of growth and success of an organization or business is in the very early stages of model design.

By considering the details of implementation, for example, the alignment of the model with business and organizational processes, a more comprehensive, accurate and realistic view is provided, and thus the possibility of the business model being located increases Will and therefore for better design as well as better implementation of business models is better first That different and effective parameters are examined and considering different relevant processes and appropriate to the Open strategy innovation to provide a more appropriate model (Saridakis et al , 2017, 76).

Despite different business models Which exists today, and given that in recent years a model tailored to any business, but Due to the recent issue of open innovation in the global arena and in our country Iran, a suitable framework for coordination Business and open innovation models are not available. According to the influential variables of organizational ambidexterity And open innovation entrepreneurship, which in itself leads to the adoption of various strategies for the company, should be a suitable model for Identify the company. Improving the level of organizational ambidexterity and entrepreneurship leads to increasing the level of innovation which, of course, will lead to innovation and organizational growth and success(Danieli et al., 2011, 117).

One of the factors affecting organizational ambidexterity and entrepreneurial behavior is the workforce. The workforce is not just about the ability of individuals It affects the discovery, evaluation and exploitation of opportunity, but also affects the intentions and behavior of individuals (Dimov et al. 2017, 112).

The process of developing organizational ambidexterity and entrepreneurial behavior is a process that is formed by the workforce and social of individuals. The workforce enhances the ability of entrepreneurs to discover and seize opportunities Gives and helps entrepreneurs to more easily acquire other useful resources such as physical and financial capital and gain new knowledge and skills (Marvel et al , 2016, 5).

The workforce is also effective in starting a business. The workforce helps entrepreneurs access other useful resources such as physical and financial capital Combine and gain new knowledge and skills. The workforce is not just about people's ability to discover, evaluate and benefit People's perception of opportunities affects, but also affects the intentions and behavior of entrepreneurial people (Chandler and Hanks 2015, 39).

Therefore, in general, since organizational ambidexterity and entrepreneurship and business innovation and its impact on organizational entrepreneurship, is an interesting topic for many managers, finding a model to better present it is considered important. Asia Insurance Company is a company that offers new types of insurance services with the idea of organizational ambidexterity and entrepreneurial ambiguity and with the aim of focusing on sustainable employment and organizational growth and success, in accordance with The latest needs of the community are working. The company, which operates in a competitive market with the benefit of capable human resources, should focus on improving organizational ambidexterity and organizational entrepreneurship. Asia Insurance Company in line Maintaining and increasing the quality level of its performance requires the use of innovative ideas and differentiation in the existing competitive market. In this regard, in this study, the role of the workforce in creating organizational innovations with regard to the two organizational ambidexterity and The entrepreneurial spirit of the organization will be examined. It will also be clear what impact these innovations will have They will have the growth and success of the organization or company. Therefore, in the present study, an attempt has been made to examine the role of the labor force On two organizational ambidexterity and entrepreneurial spirit and consequently innovation and organizational growth and success with a practical approach in Asia Insurance Company to be examined. So the main question of this study is what effect do organizational ambidexterity and entrepreneurship have on the growth and success of Asia Insurance Company?

2)literature review

1_2ambidexterity

Two words (Ambi) means two sides and (Dexterity) means dominance and Agility skills are formed. At the psychological and behavioral level, people with the ability to use both their hands They have equal skills. They are called ambivalent people (Moradi et al., 2015: 14).

Robert Duncan (1976) first used the dichotomous structure as a way to describe a dual structure. March (1991) introduced organizational learning in the form of exploratory learning and exploitation, which became the starting point of many studies in the field of learning. Twenty years after Duncan, Michael Tashman and Charles Ariel (1996) in an article review, They focused on how organizations can manage the process of evolutionary change and revolutionary change. Christina Gibson and Julian Birkin Shaw (2004) focused on contextual ambidexterity and in an article examined ambidexterity at the individual level and human resources of the organization. Researchers in disciplines such as economics, management, organizational theory, and strategic management have recently been accepted to describe ambidexterity as a metaphor. The capabilities of the organization are used (Ebrahimpour, Moradi, Membini, 1394: 7). Duncan defines ambidexterity in the need for organizations to develop dual structural arrangements for innovation management And focused on exploration (Duncan, 1976.) March believes in exploitation The two learning activities are different and the organization divides its attention and resources between the two. The organization must be on par with both exploration and exploitation (March 1991). Gibson and Beer Kinshaw (2004) define dual power as an organizational ability to align and respond to demands while adapting to changes in the environment. Gibson and Birkin Shaw, (2004) in Altogether, an organizational ambidexterity is an organization that simultaneously has the ability to focus on current responsibilities (exploitation) well (exploration) as the key to the organization's survival and competitive advantage for innovation, entrepreneurship and It has competitiveness (Khodadadi, 2014: 4.).

2_2) Types of two-pronged innovation The core of innovation is knowledge and ideas, the output of which is new products and services. Companies must both create this new knowledge and ideas and use existing knowledge and ideas (Cantarlo et al., 2012, 1). Exploitation and exploration are two key concepts for the development of organizational learning that provide important capabilities in the company's innovation process (Gima 2005, 86)(Yalcinkaya 2007,42). Exploitation is the ability by which a company develops new knowledge about markets, products and capabilities. Existence pays for itself and exploration is a capability that challenges the beliefs and knowledge in the company Creates new markets, products, technologies and new skills (march 11,1991). Organizations that have these capabilities at the same time are called "ambidexterity" organizations. In the dynamic and changing environment of global markets, the development and production of innovative and new products is an important element for success. Long-term business is considered in the international arena and many researchers, the path to gaining a competitive advantage in this The field is known as the acquisition of "innovative capabilities" (Cantarlo et al., 2012, 46; Bosu et al 8, 2012). Innovation capability in organizations can be examined from two perspectives: "discovering or creating innovation" and "exploiting innovation". In order to better understand the importance of ambidexterity capabilities in export activities, it can be described as a chain of factors that are of great importance in improving Has an international view of companies.

1_2_2 ambidexterity as a dynamic capability

A number of theoretical frameworks are used to explain ambidexterity, from Ariel's point of view Tasman (2013). good perspective through which an ambidexterity attitude is maintained is dynamic capabilities. Ability Dynamics as

the organization's ability to integrate, build, and reconfigure internal and external capabilities Defined to achieve rapid environmental change (Tisi et al., 1997, 67), Or in another definition Defined as the ability of an organization to create, target, or modify core resources (Halft et al., 2009, 29).

2_2_2 Underlying ambidexterity

Gibson and Birkin Shaw (2004) first suggested that tensions between exploration and exploitation should be addressed at the individual level through Underlying ambidexterity to be solved. People in the organization need their behavioral capacity to align and Determine compatibility in an organizational unit. They feature the ability to balance exploration and exploitation organizational disciplines value discipline, traction, organizational support, and trust, and encourage individuals to judge for themselves how time is divided between conflicting demands for alignment and compatibility. Gibson and Birkin Shaw define underlying ambidexterity as an organizational ability to align and be efficient in responding to demands while adapting to changes in the environment.

Alignment Points out that the presence of a management system can guarantee the cohesion of all organizational units Emphasizing on the gradual updating of the existing skills and capabilities of the organization (Adler et al., 1999, 9). Alignment is good for improving the efficiency and current capabilities of police operations. In contrast, compatibility, Objectives of the management system to design a set of current activities of the organization, with emphasis on new innovations and includes the basics (Adler et al., 1999, 200). Adaptation is appropriate for succeeding in changing and challenging existing ideas in the organization, such as expanding the optimization of new technologies or targeting them in the police organization. Alignment within police organizational units for operation and alignment Units are done. In contrast, adaptation is done outside the police organization in order to explore external innovations and adapt them to the internal units of the organization. Underlying ambidexterity on individuals to create units to match exploration and exploitation in the organization the police insist. Achieving dual power occurs when people adapt and adapt. Agree with your unit in the organization. In other words, the underlying ambiguity can be considered as a meta-capacity (for alignment and adaptation) that is not as a dual structure but at all levels in an organizational unit. Penetrates, in essence, the underlying ambiguity is a multidimensional structure with separate alignments and adaptations, but It has relevant and irreplaceable elements. When the underlying ambidexterity is achieved, each individual in a unit an organization can value its client in its area of operation, but at the same time each person is careful to change in the workplace and their behavior and actions in the organizational unit (Gibson and Birkin Shaw, 2004, 46).

It may be a clear picture of the underlying ambidexterity similar to Adler et al. (1999) 's description of how Toyota's production system works. In this example, workers perform routine tasks similar to car assembly (operation / alignment), but they expect to consistently provide a conceptual framework of the ambidexterity role to improve the performance of police human resources by changing their jobs (Exploration/compatibility) (Adler and Et al., 1999, 66) In an ambidexterity contextual unit, the context is dynamic and flexible enough to allow individuals to decide how to divide time between alignment and adaptation activities. Generally, Systems developed in the organizational unit encourage ambivalent behavior (alignment and adaptation) (Gibson and Birkin Shaw, 2004, 107). Alignment activities lead to improved human resource performance in the short term. While adaptation activities are aimed at improving the performance of human resources in the long run.

March suggests that the simultaneous development of exploration and operation is a key factor in the survival and success of the system Accordingly, underlying ambidexterity should be a key driver of the police's human resource performance in the long run. (march 100, 1991). Analysis of the stresses between exploration and exploitation necessarily leads to the distinction between different types of ambidexterity. Different categories of ambidexterity types are presented "Structural "Consecutive" And "context" Introduced.

Structural ambidexterity through simultaneous pursuit of exploration and is operated and created using separate subunits, which have structures, processes, Incentives, systems, and cultures are distinct. In sequential mode, the organization is marked by changes. In other words, changes in their successive structures and processes become twofold. In two contextual whistles to resolve tensions between exploration and exploitation through individuals and based on organizational context and as a capacity Behavior is defined in the simultaneous pursuit of alignment and compatibility (khodadadi taharom, 1393, 79).

In 2012, Cortman introduced four types of structural, consecutive, contextual, and innovation ambidexterity, three of which are structural, sequential, and contextual, similar to the O'Reilly and Tushman divisions. The ambidexterity of innovation in this category The classification refers to the simultaneous pursuit of incremental and discontinuous innovation. He states that underlying ambidexterity and innovation are not separated by physical or rotational methods (marking equilibrium) but in an organizational unit are followed simultaneously.

In another study, based on two different concepts of structure and time, four types of ambidexterity, "discriminant", "balanced", "Rotational" and "reciprocal" (presented) Structural dimension based on Thompson distinctions (1967) emphasize this concept. Whether organizational dual power is realized within an independent organizational unit or

not. The nature of time It also illustrates the distinction between organizational capabilities required to support pursuit and exploration, as well as requirements for shifting and exploration at different points in time (Soder et al., 2011, 78).

		Structural dimension	
		Independent	Dependent
Time dimension	simultaneous	Within a similar unit	Across units
	consecutive	Balanced	Separative
		Rotating	Inverted

Picture1.organizational ambidexterity

3_2_2_ equal ambidexterity

Simultaneous pursuit of balanced operation and exploration within a single organizational unit is inherently challenging; Because any competition for hidden resources leads to conflicts, contradictions and contradictions. In the absence of segmentation tracking the progress of strategic and operational activities in terms of culture, structure, system and position of a reward creates tension on the integrated abilities of members; It is therefore not surprising that Dosso has an equal ambidexterity in the culture literature And be an organizational context (Moradi et al., 2015, 31).

Organizational context by Gibson Birkin Shaw (2004), as a procedural level of the culture that the system, Describes the process and behavioral beliefs of individual levels. In fact, they believe that maintaining the desired balance of exploitation and exploration within a separate unit requires the construction of a set of empowerment processes. Encourages individuals to decide for themselves how to divide time between conflicting demands for exploration and exploration. In general, existing research on equal ambidexterity on behavioral explanation and are context-focused (Gibson and Birkin Shaw 2004) equal ambidexterity, a clear organizational system such as a team-based structure and human resource practices can enhance creativity in the organization and support the simultaneous pursuit of exploration and innovation. Managerial ambidexterity has been suggested with leaders being able to control a set of complex behaviors. The results show that strategic performance is influenced by equal ambidexterity. From a resource-based perspective of a concept behavior from exploitation and exploration can be both simultaneous and valuable as a valuable, scarce, and unimaginable resource, and thus a potential source of competitive advantage.

(Et al, 2011 41)

2-2-4 Mutual ambidexterity

Opposite Mutual ambidexterity requires continuous pursuit of exploitation and exploration across units. (((Separation ambidexterity requires the interdependence of exploration and exploration units. In addition, unlike the dichotomy that requires simple managers, this type of organizational ambidexterity requires the relationships described by the continuous increase of information, cooperation to solve problems, flow. Having joint resources and decision-making among the managers of different units that are responsible for exploitation and exploration. The best description for Mutual ambidexterity is a synergistic blend of exploration flow that is available at all times and units.(Niaz Azari, Salehi, Khosrowabadi, 1394, 89.)

2_2_5 Separate ambidexterity

The roots of the Separate ambidexterity can be traced back to Duncan (1976). He argues that organizations need to innovate to ensure their long-term success and should pay attention to dual structures. Is incentive Concepts of segregation, structural segmentation, and root integration in the literature has an organizational design.

Organizational theorists have predicted that the dual power of Separate into the simultaneous phenomenon that is required Segmentation and compliance with exploitation and exploration within different structural units or divisions of one the organization is dependent. (Niaz Azari, Salehi, Khosrowabadi, 1394, 89)

Separate ambidexterity refers to the organization's ability to pursue incremental and discontinuous innovation simultaneously. Applying multiple conflicting processes, cultures, and structures within an organization results in and expresses ambidexterity is structural. Despite the tendency to investigate dissociative dualism, the results are limited. The results, however, suggest that this type of ambidexterity is closely related to innovation and financial results (Soder et al. 60, 2011).

Nevertheless, the general agreement in the literature on the classification proposed by Ariel and Tushman (2013) emphasizes the expression of three main types of ambidexterity at the organizational level, which are: consecutive ambidexterity, ambidexterity Structure and underlying ambidexterity, which we will desc in the following.

2-2-6 consecutive ambidexterity

Duncan (1976) suggests that organizations, in order to reconcile the contradictions required for productivity and innovation, they need to change their structure over time so that the structures align with the strategies. In his view, the organization Gain organizational ambidexterity in a sequential fashion by changing structure over time. Change structures Reflecting environmental changes and aligning strategies, reflects organizational compliance (Tasman and Aurelie 52, 201).

Consecutive organizational ambidexterity based on temporal separation distinguishes two contradictory activities in a rotational cycle and is described by successive periods of exploitation and exploration. This approach is used by managers who in Change the length of time your focus from pursuing incremental innovation or stability to pursuing radical innovation or strategic renewal they give. In this case, the flow of knowledge up or down has special value for managers who take courses Focus when exploiting. In contrast, bottom-up knowledge flow is valuable for managers who focus on time periods of exploration.(Niaz Azari, Salehi, Khosrowabadi, 1394, 139.)

2-2-7 Structural ambidexterity

Organizations need to change their structure in order to adapt to their strategies, but O'Reilly and Tushman (1996) argued that successive dichotomies may be ineffective if they change rapidly. At this time, organizations need to explore and operate simultaneously. This can be done by creating independent exploration sub-units that are structurally separated from the structure, processes, and cultures. In other words, the theory of Structural ambidexterity over structures and strategies to balance the two Activity Contradictory emphasizes at one time.(jahuz . 12.2012)

In this approach, each of the exploitation and exploration activities has a different organizational unit give. As a result, business unit managers need to tailor each activity to the focus of their unit Focus on exploration and exploitation activities. In this case, top-down knowledge flows for managers with exploitation units and bottom-up knowledge flow are of particular value to managers with exploration units (Moradi et al., 2015, 34).

Each of these approaches achieves ambidexterity, given the nature of the market that organizations face. For example, a structural approach may be more appropriate in dynamic markets where conditions are changing, while in more stable organizational environments it may be appropriate. Is to adopt a sequential method. O'Reilly and Tushman (2013) state that service organizations place more emphasis on consecutive ambidexterity. Also, for organizations that do not have resources, consecutive and structural dual power is more effective. Usually companies emphasize sequential ambidexterity first and then structural ambidexterity. with this now, both have a positive effect on the performance of organizations (Aureli and Toshman 23, 2013).

In addition, organizations should design a context that encourages employees to deliver quality results while providing social support; Therefore, structural and temporal separation are not the only creative way for an ambidexterity organization, but empowering people and creating a suitable organizational environment for people to decide how to divide their time between exploration and exploitation activities are other effective ways to create ambidexterity. As a result all three types of consecutive, structural and contextual ambidexterity are complementary. The traditional view of ambidexterity revolves more around the structural separation of activities and actions; But the ambidexterity of the context that is manifested at the individual level represents a complementary trend.

2_3 Entrepreneurship

Today's organizations face widespread international developments and threats. Ensuring the continuity of life and survival of organizations requires new solutions and methods to deal with problems that lead to innovation and

innovation, product creation, processes and new methods depend a lot. Entrepreneurs are, in fact, the engine of economic development Entrepreneurship is the key to creativity and innovation (Diz 2018,7).

Since creativity and innovation and the ability to discover new opportunities are the most prominent features of entrepreneurs and from there Basically, the psychological and behavioral characteristics of such people (such as independence, the need for progress, risk-taking, etc.) And the natural nature of innovation requires special and different conditions, so knowing the features is a good platform for attracting and growing entrepreneurs, which is the first step and the most fundamental issue (Heisrich & Peters, 2019: 22).

According to the characteristics of entrepreneurs, which include success, control center, risk-taking, need for independence, creativity and tolerance of ambiguity, We will briefly define each of them:

1-The need for success is the desire to work to the highest standards in order to succeed in competitive situations.

2-A person's belief that he is in control of external events is called the control center.

3-Risk-taking is the moderate risk that can be contained through personal effort.

4-The need for independence is one of the characteristics that has been emphasized as a very motivating force. The desire for independence is a motivating force for contemporary entrepreneurs, so freedom of action is another reward of entrepreneurship. In fact, the need for independence is the factor that causes entrepreneurs to achieve their goals and dreams.

5-Creativity is the ability to create new ideas that these ideas may bring to new products or services Also lead. In fact, creativity is the force behind innovation.

6-The power to tolerate ambiguity is to accept uncertainty as part of life, the ability to survive with Incomplete knowledge of the environment and the desire to start an independent activity without knowing whether one will succeed or not (Hornsby et al., 2018: 37-29).

2-4 Definitions and concepts of organizational success

Experts define successful management as: achieving valuable life goals in a framework Set a time (moghadam 4,1387). Success is relative and never accepts a single definition (Shahabadi, 2008: 12) It can be said that success means having many gifts, including relative well-being in life, acquisition Respect, greatness and dignity in the workplace and in the community, freedom from worry, frustration and failure. Success or achievement The goal is life, every human being wants success and wants the best he can get from the times Brought (asadi lari 1390,39).

Organization:

It is a goal-based social institution whose structure is consciously designed and has active and coordinated systems that are related to the external environment (Daft, Persian and Arabic translation, 2006: 327).

The success of the organization:

Achieving a goal that is in the eyes of the organization and by achieving it, you gain position and credit for yourself in other words, recognizing priorities and acting based on them (Hadavi, 2009: 52)

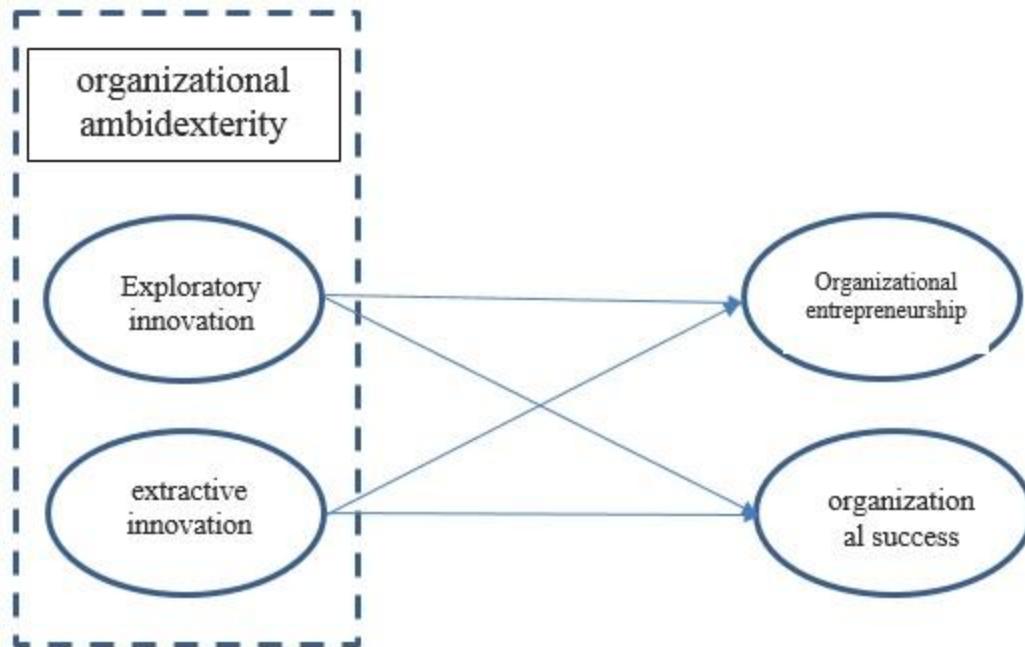
Organizational success due to these factors: Speed: Today's organizations are increasingly characterized by the speed index. They are customers or speed They respond more, introduce new products to the market faster and change strategies faster than before (Karami, 2012: 12).

Flexibility: is the ability to produce and present different products and achieve different goals or the same resources and equipment (Principles, 1392: 12)

Innovation: "Cuter" calls innovation the process of gathering new and useful ideas to solve problems and believes that innovation involves the formation of ideas, acceptance and implementation of new ideas in the process of products and services. Innovation is the process of creating something that has significant value to the individual, group, organization, industry or community. So innovation it is a creation that has significant value (Mamizadeh, 2008: 46)

Cohesion: The degree to which individuals are attracted to each other and share the group's goals. That is, no matter how many members The more the group is attracted to each other, and the more in line the group's goals are with the individual goals of the group members The cohesion of the group will be more (Robbins, Persian and Arabic translation, 1999: 507).

According to the issues raised in the theoretical framework and summary of the status of independent and dependent variables of the model the general research is shown in picture 2.



Picture2. Conceptual model of research

3-Proposed framework

The present study is applied in terms of purpose and descriptive and survey in terms of data collection method, therefore 270 employees of Asia Insurance Company have been selected as the statistical population. For random sampling Simple to use. Morgan table is used for sampling that the sample size is 160. Sampling was done by simple random sampling among the employees of Asia Insurance Company. Because for Employment in Asia Insurance Company,

Asia Insurance Company employees must register a large database of e-mail address, the physical addresses of Asia Insurance staff and their essential contact numbers are available. Due to the confidentiality of staff information Asia Insurance Company, among the available communication channels, used the e-mail address and the Ersas system The bulk email of this center, finally 160 correct and usable questionnaires will be extracted.

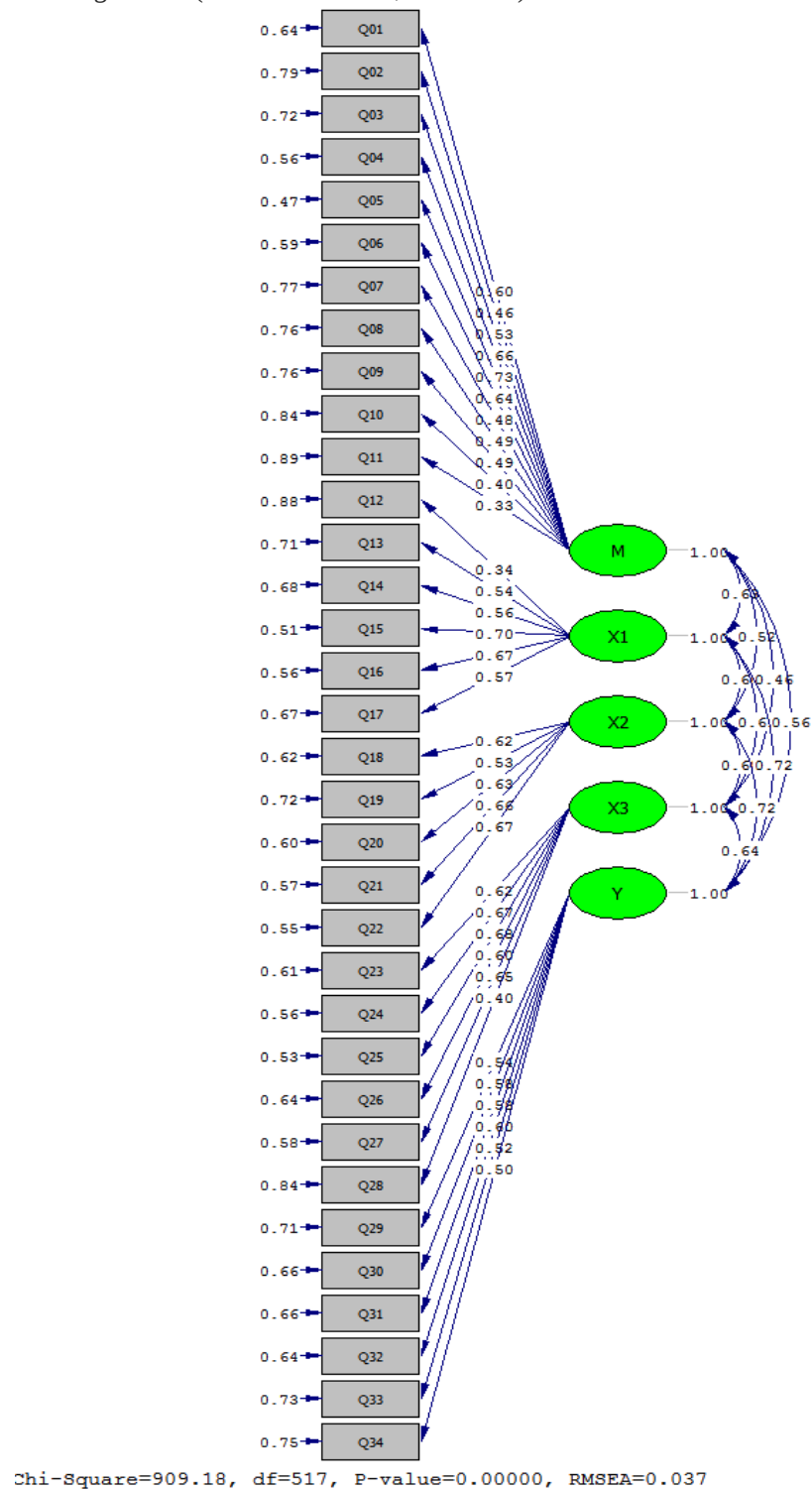
Data collection methods in this research are divided into two categories: library and field. Regarding Gathering information related to the literature on the subject and background of the research from library methods and in order to collect information Field method has been used to confirm or reject the research hypotheses. To collect basic data from the tool questionnaire was used. Company Asset questionnaire, Industrial Forces, Competitive Success, Strategy Questionnaire Business and Performance Based on Standard Questionnaire (Tasman and Eriley organizational ambidexterity Questionnaire1996).

Kevin and Sloane (1986) Organizational Entrepreneurship Questionnaire and Nekouei Moghadam et al (2012). Organizational Success Questionnaire have been designed and modified with the expert opinions of professors and related experts. To Evaluation of the validity of the questionnaire from the content validity method (expert opinion poll (construct validity), factor analysis) and convergent validity Used. Cronbach's alpha coefficient and composite reliability were also calculated to calculate reliability. Alpha coefficient Cronbach questionnaire was calculated to be 0.889. Therefore, the reliability of the questionnaire has been evaluated as favorable.

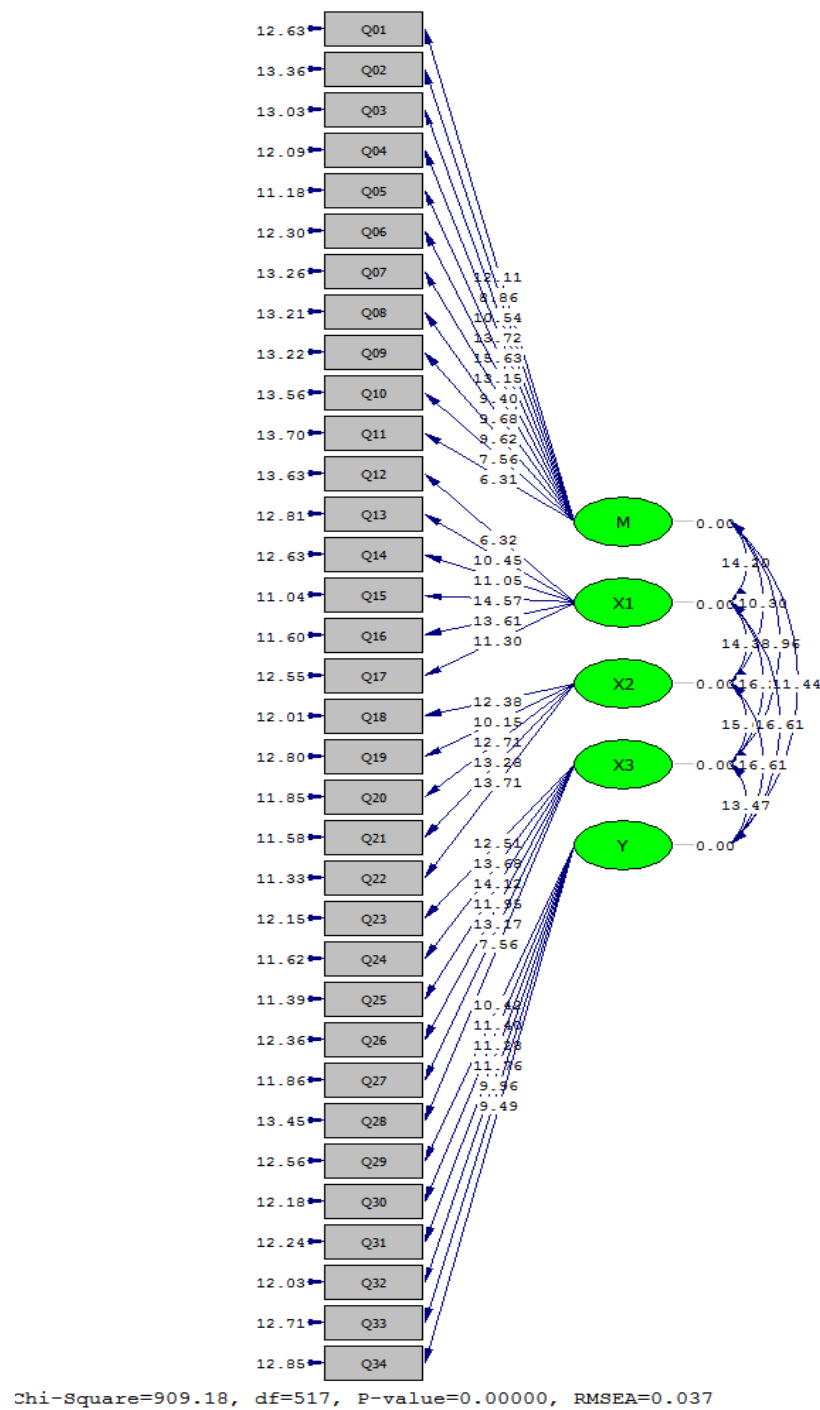
4-Case study

This research is to investigate the relationship between organizational ambidexterity and organizational entrepreneurship and organizational success in the insurance company Asia is done. To examine the model, we first use confirmatory factor analysis to measure the relationships of latent variables with Their measurement items have been used. Measurement model (confirmatory factor analysis) of the relationship of items or the same Examines the questionnaire questions with structures. In fact, until the markers or the same questions are not proven The questionnaire measured the hidden variables well, the relationships could not be tested. Therefore for Proof that the concepts are well measured A confirmatory factor measurement or analysis model is used. The strength of the relationship between the factor (hidden variable) and the visible variable is indicated by the factor load. It is between zero and one. If the factor load is less than 0.3, a weak relationship is considered and ignored. Foster et al., 2006: 82)

The factor load between 0.3 to 0.6 is acceptable and if it is greater than 0.6 is very desirable is (Colin, 1998). The minimum acceptable factor load is also mentioned in some sources and references 0.2 but the main criterion to judge the statistic is t. If the test statistic means t statistic is greater than the critical value of 05.t0 which is 1.96 In this case, the observed factor load is significant (Azar and Momeni, Volume II).



Picture3. Confirmatory factor analysis of the questionnaire (standard estimation)

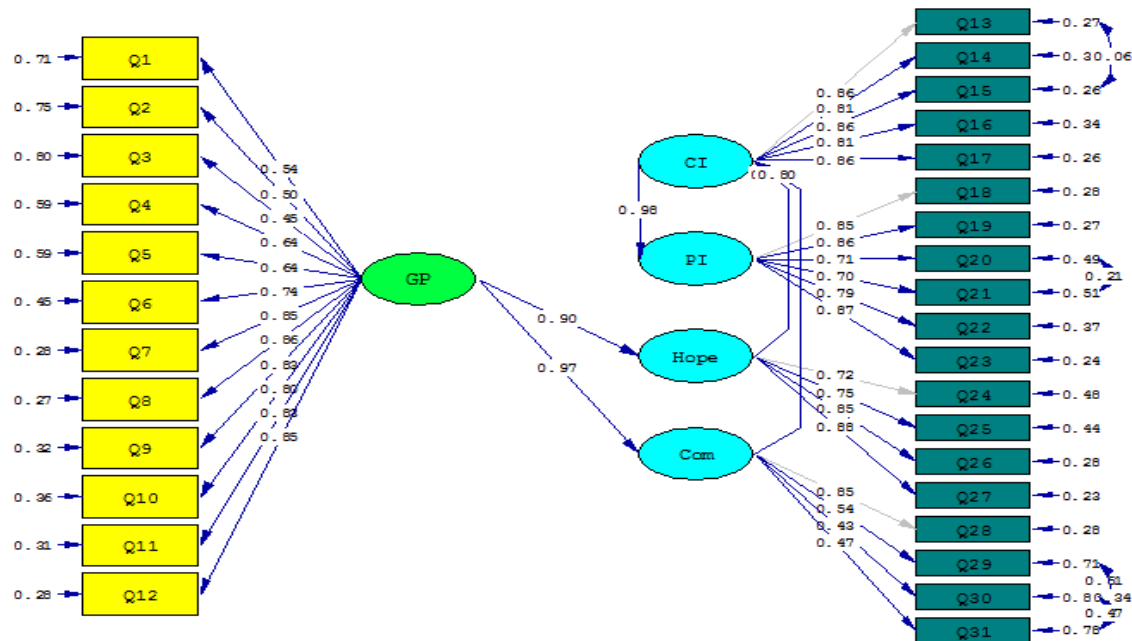


Picture 4. Significance of confirmatory factor analysis of the questionnaire (value-t)

The results of the confirmatory factor analysis presented in the figure show the items of measurement of each dimension of the research Properly selected. In all cases, the standard factor load greater than 0.3 is obtained, indicating that the observed correlation is desirable. To significantly measure the observed standard factor loads, t-statistic It is calculated. In all cases, the value of t-statistic is greater than 1.96, which indicates that the correlations observed at the 95% confidence level are acceptable.

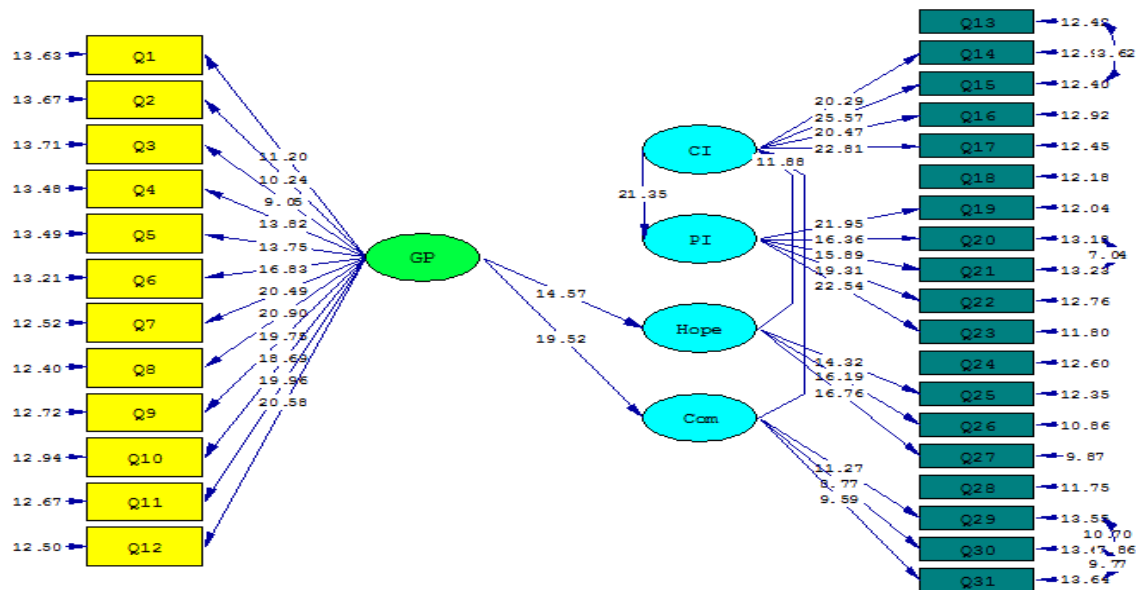
Testing research hypotheses using structural equation modeling.

To test the hypotheses of the present study, structural equation modeling has been used. To measure the amount The relationship between organizational ambidexterity and organizational entrepreneurship and organizational success in Asia Insurance Company, from the structural equation model Used. The results of the analysis are presented separately.



Chi-Square=1218.79, df=424, P-value=0.00512, RMSEA=0.071

Picture5. Test of research hypotheses (standard estimation)



Chi-Square=1218.79, df=424, P-value=0.00512, RMSEA=0.071

Picture6. Test of research hypotheses (value-t)

The standard factor load between the two variables of organizational ambidexterity and organizational entrepreneurship is 0.34. Statistics t also 3.79 is obtained which is greater than 1.96 and shows that the observed correlation is significant. So with 95% confidence in organizational ambiguity affects organizational entrepreneurship.

The standard factor load between the two variables of organizational ambidexterity and organizational success is 0.61. Statistics t also 6.85 is obtained which shows that the observed correlation is significant. So with 95% confidence in organizational ambidexterity an organization affects organizational success.

The standard factor load between the two variables of exploratory innovation and organizational entrepreneurship is 0.30. Statistics t also 2.29 is obtained which is greater than 1.96 and shows that the observed correlation is significant. So with 95% confidence in exploratory innovation has an impact on organizational entrepreneurship.

The standard factor load between the two variables of exploratory innovation and organizational success is 0.43, which is a significant amount agreed. The t-statistic is 4.37, which is greater than 1.96. So exploratory innovation on success Organizational impact.

The standard operating load between the two variables of extractive innovation (exploitation) and organizational entrepreneurship is 0.39. Is the t-statistic is 3.61, which is greater than 1.96. Thus extractive innovation (exploitation) on Organizational entrepreneurship has a positive and significant effect.

The standard operating factor between the two variables of extractive innovation (exploitation) and organizational success is 0.34. The t-statistic is 3.74, which is greater than 1.96. Thus extractive innovation (exploitation) on success Organizational has a positive and significant impact.

Table1. Summary of test results of research hypotheses

Result	Statistics t	Factor load	Relation
organizational ambidexterity and Organizational entrepreneurship	3/79	0/34	
organizational ambidexterity and Organizational success	6/85	0/61	
Organizational entrepreneurship and Exploratory innovation	2/29	0/30	
Organizational entrepreneurship and Organizational success	4/37	0/43	
Organizational entrepreneurship and Extractive Innovation	3/61	0/39	
Organizational success and Extractive Innovation	3/74	0/34	

The Normed chi-square index is 1.80 and less than 2.

$$\frac{\chi^2}{df} = \frac{743.36}{461} = 1.80$$

RMSEA and SRMR index less than 0.05 were obtained.

IFI, NFI, GFI and NNFI indices are also greater than 0.9.

Therefore, the model has a good fit. Other goodness-of-fit indicators have also been accepted in the range.

Table2. Indicators of good fit of structural research model

Fit index	χ^2/df	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Acceptable values	<2	<0.05	<0.05	>0.9	>0.9	>0.9	>0.9	0 - 1
calculated values	1.80	0.043	0.040	0.92	0.98	0.96	0.97	0.98

5-Conclusion

Creating an emotional connection between the company and its audience, employee loyalty and long-term contact with the company, employee satisfaction, increasing innovation, developing skills, changing behaviors, are some of the benefits that companies achieve by launching "organizational ambidexterity". The most important advantages of using organizational duality and organizational entrepreneurship and organizational success in business structure are fast feedback, willing and active participation, learning through experience and motivating employees and creating an attractive work environment. Development of entrepreneurship industry and increase of its fans over the years Recently, the attractiveness of entrepreneurship has also led to their use in the field. organizational ambidexterity helps institutions remind their employees that they are by their side and in touch with them. Therefore, it is essential that businesses constantly update their business content to suit the tastes and interests of their employees. A little bit of

negligence to achieve this rare gem of attention among employees is an unforgivable sin that will definitely cause institutions in crisis in this time and new era.

The managers of Asia Insurance Company are recommended to act creatively in their organizational methods. Actively progress Introduce innovative industries and approaches, seek new ways of doing organizational work. Compared with Its competitors are leading in the Iranian organizational industry. Be a pioneer in identifying and providing its organizational services to Iranian organizations and institutions. Take the lead in responding to the new organizational needs of Iranian organizations and institutions. In service delivery Speed to the customer and in intra-organizational communication. In providing customer service and in managing affairs by Employees have flexibility. Pay attention to division of tasks and specialization. The ability to work with Others enjoy. Be innovative in how they provide services. New products and services that are perfect for Companies are new to producing commercially. Always take advantage of new opportunities in new markets, always use new distribution channels and always look for new customers in new markets. Demand Accept beyond existing products and services. Invent new products and services. In your local market Try new products and services. Improve the production efficiency of existing products. Level of economic activity Expand in existing markets. Expand the services provided to existing customers and cost processes Reduce within the organization. Always refine the landscape of existing products and services Make small changes to current products and Services. Existing but modified products and services Enter local markets.

6-Acknowledgements

7- resources

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