REPUBLIC OF TURKEY

SELÇUK UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

MANAGEMENT AND ORGANIZATION

EXPLORING THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL AMBIDEXTERITY

(ÖRGÜTSEL KÜLTÜRÜN ÖRGÜTSEL USTALIK ÜZERİNDEKİ ETKİLERİNİN ARAŞTIRILMASI)

Zejnepe AJDAROVSKA

MASTER THESIS

Advisor

Dr. Öğr. Üyesi Melis ATTAR

Konya–2018

T. C.
SELÇUK ÜNİVERSİTESİ
Sosyal Bilimler Enstitüsü Müdürlüğü

Bilimsel Etik Sayfası

Öğrencinin	Adı Soyadı	ZEJNEPE AJDAROVSKA
	Numarası	144227011007
	Ana Bilim / Bilim Dalı	İŞLETME / YÖNETİM VE ORGANİZASYON
	Programı	Tezli Yüksek Lisans ▨ Doktora ☐
	Tezin Adı	ÖRGÜTSEL KÜLTÜRÜN ÖRGÜTSEL USTALIK ÜZERİNDEKİ ETKİLERİNİN ARAŞTIRILMASI

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Öğrencinin imzası
(İmza)

T. C.
SELÇUK ÜNİVERSİTESİ
Sosyal Bilimler Enstitüsü Müdürlüğü

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Öğrencinin	Adı Soyadı	ZEJNEPE AJDAROVSKA
	Numarası	144227011023
	Ana Bilim / Bilim Dalı	İŞLETME / YÖNETİM VE ORGANİZASYON
	Programı	Tezli Yüksek Lisans ■ Doktora ☐
	Tez Danışmanı	DR. ÖĞR. ÜYESİ MELİS ATTAR
	Tezin Adı	ÖRGÜTSEL KÜLTÜRÜN ÖRGÜTSEL USTALIK ÜZERİNDEKİ ETKİLERİNİN ARAŞTIRILMASI

Yukarıda adı geçen öğrenci tarafından hazırlanan **Örgütsel Kültürün Örgütsel Ustalık Üzerindeki Etkilerinin Araştırılması** başlıklı bu çalışma 16/07/2018 tarihinde yapılan savunma sınavı sonucunda oybirliği/oyçokluğu ile başarılı bulunarak, jürimiz tarafından yüksek lisans tezi olarak kabul edilmiştir.

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Dr.Öğr.Üyesi MELİS ATTAR	DANIŞMAN	
Doç. Dr. VURAL ÇAĞLIYAN	ÜYE	
Dr.Öğr.Üyesi AYDAN YÜCELER	ÜYE	

ACKNOWLEDGEMENT

Dedicated to my beloved family......

ZEJNEPE AJDAROVSKA

T.C.
SELÇUK ÜNİVERSİTESİ
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Öğrencinin	Adı Soyadı	Zejnepe AJDAROVSKA	Numarası:144227011023
	Anabilim /Bilim Dalı	İşletme / Yönetim ve Organizasyon	
	Danışmanı	Dr. Öğr. Üyesi MELİS ATTAR	
Tezin Adı		Exploring The Effect Of Organizational Culture On Organizational Ambidexterity	

SUMMARY

Nowadays in the business environment despite the increased number of investigations on organizational ambidexterity, investigators still face a gap and lack of phenomenon in theoretical and practical literature. This research focal point is to explore whether the organizational culture affects the organizational ambidexterity and its dimension as exploitation and exploration. The forecast of this study also is to explore whether organizational culture promotes positive and significant relationship with organizational ambidexterity. As regards to the methodology, the research utilize the questionnaire. To measure the organizational culture questions were taken from the study of Kim. S Cameron and Freeman (1991); Kim S Cameron and Quinn (2006) and for organizational ambidexterity was used the questionnaire developed by Lubatkin et al. (2006). The research included two samples in different countries as Turkey and Macedonia in the food industry. In Turkey, 160 workers are surveyed while in Macedonia 200 employees. The data analysis was performed with the statistical program SPSS. The result from research indicated that perception of organizational culture on organizational ambidexterity is significant and positive. In addition, findings showed that organizational culture plays a key determinant role in the exploration and exploitation strategy of organizational ambidexterity. These outcomes of the study make a contribution to the gap that exists in the literature among these two variables and also

ensures valuable knowledge for companies, for employees, for managers in organizational structure.

Key Words: Culture, Organizational Culture, Organizations, Ambidexterity, Organizational Ambidexterit

T.C.
SELÇUK ÜNİVERSİTESİ
Sosyal Bilimler Enstitü Müdürlüğü

Öğrencinin	Adı Soyadı	Zejnepe AJDAROVSKA	Numarası:144227011023
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	Danışmanı	Dr. Öğr. Üyesi MELİS ATTAR	
Tezin Adı		Örgütsel Kültürün Örgütsel Ustalık Üzerindeki Etkilerinin Araştırılması	

ÖZET

Günümüzde iş çevresinde örgütsel ustalık araştırmalarının sayısının aratamsına rağmen araştırmacılar hâlâ teorik ve pratik literatürde boşluk ve fenomen eksikliği ile karşı karşıyadır. Bu araştırmanın odak noktası örgütsel kültürün örgütsel ustalığı ve keşfedici ve yararlanıcı olarak onun boyutlarını etkileyip etkilemediğini araştırmaktır. Bu çalışmanın öngörüsü örgütsel kültürün örgütsel ustalık ile pozitiv ve anlamı ilişkisine teşvik edip etmediğine araştırmaktir. Metodoloji ile ilgili olarak bu araştırmada anket kullanılmıştır. Örgütsel kültürü ölçmek için sorular, Kim. S Cameron and Freeman (1991); Kim S Cameron and Quinn (2006) çalışmalarından yararlanılmıştır ve örgütsel ustalık için anket Lubatkin et al. (2006) tarafından geliştirilmiştir. Araştırma iki farklı ülke Türkiye ve Makedonyada yiyecek endüstrisinin makarna sektörünü kapsamaktadır. Türkiyede 160 işçiye anket yapılırken Makedonyada 200 işçiye anket yapılmıştır.Veri analizi istatistik programı SPSS ile yürütürmüştür. Sonuç olarak araştırmanın amacı örgütsel ustalık üzerinde örgütsel kültürünün pozitif ve anlamlı algısını göstermektir. Ayrıca, bulgular örgütsel kültürün, örgütsel ustalığın keşfedici ve yararlanıcı statejisinde belirleyici önemli bir rol oynadığını göstermiştir. Çalışma bu iki değişken arasında literatürde var olan boşlukları doldurmaya katkı sağlamaktadır ve ayrıca örgütsel yapıda yöneticiler, işçiler ve işletmeler için değerli bilgiler sunmaktadır.

Anahtar Kelimeler: Kültür, Örgütsel Kültür, İşletmeler, Ustalık, Örgütsel Ustalık

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LIST OF ABBREVIATIONS

OC: Organizational Culture

CVF: The Competing Values Framework

OA: Organizational Ambidexterity

HRM: Human Resource Management

R&D: Research & Development

&: And

et al.: and others

e.g.: for example

Fig.: Figure

INTRODUCTION

The organization is conceptualized as a social unit of individuals that include structures and managerial processes to fulfil the needs or to seek after collective objectives. Thus, the existence of organization without the individuals who do it may be pointless. In the organizational management, this statement addresses the significance of people and groups within an organization and appeal to the need of executives to be more innovative or to create strategies in order to provide the quality of services offered.

Each organization is different, and every one of them has a unique culture to arrange groups of individuals, just as individuals do. Within an organization, sub-units, for example, hierarchical levels, functional departments, product groups or even and teams may show their own unique culture. Organizational culture connects all of these different cultures inside the organization, thus it is considered as a binding agent. Individuals in the company come with different sort of cultures, but over time they adapt to the culture of the company. Hence, in order to achieve organizational goals within an organization, a common language is required.

Additionally, nowadays in the contemporary business environments, organizations deal with the rise of rivalry, quick technological developments, maintenance of reputation, and monitoring performance. On the other hand, firms to fulfil future demands, to increase customer service and to survive these conditions they try to be more flexible, nimble and inventive. Additionally, to achieve such objectives, organizations exploit existing capabilities and explore new opportunities and resources. Thus, addresses that organizations express the need for developing *"organizational ambidexterity"*.

Organizational ambidexterity in the literature of the management it is conceptualized as firm's ability to simultaneously follow the exploitation and exploration activities in the organization structure (Pellegrinelli et al., 2015: 155). This capability according to resource-based perspective is considered significant, seldom and costly to

imitate skills (Paliokaitė and Pačėsa, 2015: 165). The past conducted research emphasizes that through organizational ambidexterity the observation and analyzing of organization design, the organizational behavior's models and the processes of strategic and operational decision-making gained a new and clear appreciation (Stokes et al., 2015: 64) Organizational ambidexterity has additionally been observed in the innovation, competitiveness, organizational adaptation, survival and, all these emphasize that ambidextrous organizations demonstrate better organizational performance (Chen et al., 2016: 920). Moreover, the ambidextrous worker can act in the interest of the firm without the authorization of managers. Along these lines, ambidextrous workers become motivational to interact with new possibilities in accordance with the objectives of the organization (Gschwantner and Hiebl, 2016: 374). In short, the notion of ambidexterity it is strongly connected from individual perspectives as well as to organizations and markets (Sulphey and Alkahtani, 2017: 339).

On the other side, *organizational culture* incorporates the desires, experiences, values of an organization and is reflected in itself, internal works, in cooperation outside the organization and in future expectations, thus all of this the organization keep it together. Additionally, it depends on some components such as shared attitudes, beliefs, customs, norms, and values which are viewed as substantial and have been developed with the passage of the time (Hogan and Coote, 2014: 1609) (Klimas, 2016: 92). These expectations are considered as powerful behavioural norms which give a shape to people's and group's behavior and result in distinguishes from others (Marín et al., 2016: 100). However, the culture can play a varied role within and between firms, for instance, culture can draw out the best in individuals that provide a work environment filled with motivation and willpower or on contrast can bring the worst in representatives which lead to stress and tension in the organization structure (D.D Warrick, 2017: 396). Scholars conclude that the culture in the organizational perspective is a side-effect of a history, national culture, product, technology, structure, markets, management styles and sorts of the employee (Dubey et al., 2017: 60). Briefly, organizational culture isn't

completely noticeably but an observer in the organization directly can perceive the culture or behaviour's symbols.

This thesis aims to analyze the relationship between the above-mentioned concepts and is organized as follow: Initially, the dissertation's literature review is considered as the first section which involves two chapters and gives an outline of the importance of this two ideas. Chapter one submits the concept of the organizational culture. In this section, after introduction to its fundamentals, the concept and scope of the organizational culture are explained in details. Chapter two begins with the assessment of theoretical background and empirical discoveries from the idea of organizational ambidexterity. Following an overall view of the subject, the study focuses on three fundamental roles such as exploration, exploitation, and types of organizational ambidexterity which are presented in details. Finally, in the context of literature after examining the antecedents and outcomes of organizational ambidexterity the relationship between organizational culture and organizational ambidexterity is clarified. After analyzing the discoveries from literature, in chapter three the development of the hypotheses are introduced. In addition, this chapter incorporates research problems and clarifies the study goals. The last chapter introduces the empirical part of the study, limitations and by discussion and interpretation of results, we give a thesis conclusion.

CHAPTER ONE

THE CONCEPT AND SCOPE OF ORGANIZATIONAL CULTURE

1.1. THE NOTION OF CULTURE

The culture's idea more than a century has been vital for anthropologists and folklorists (Hatch, 1993: 657). The origin of the word culture stemmed from Germany and on the authority of anthropological sense the term culture was set up by Tylor (1871) in English, yet additionally wasn't neglected by Spanish, American, Slavonic languages and etc. (Kroeber and Kluckhohn, 1952: 9). Additionally, scholars of these fields regarded culture as the establishment key of social sciences (Kroeber and Kluckhohn, 1952: 3) and as the critic dimension of the adjustment of social organization. Likewise, culture is the emblematic portrayal of past endeavours in adjustment and survival and in addition is an arrangement of restrictive or mitigating conditions for future adaptation processes (Denison and Mishra, 1995: 205).

Kluckhohn (1951) cites that *"Culture consists in pattern ways of thinking, feeling, and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts, the essential core of culture, consists of traditional (i.e. historically derived and selected) ideas and especially their attached values"* (G. Hofstede, 1984b: 21). In this way, a culture regularly is related to mythical and ritual actions, foreign languages and remote individuals and nations (K. L. Gregory, 1983: 359). Thus, the term consists the forms of symbolization and manifestation (Hatch, 1993: 661). Culture is a verifiable item from a group, has a wider impact on interpretations, and leads human behaviour (Larentis et al., 2018: 39). This dissemination makes it difficult to determine the notion of culture. So, this difficulty encumber investigation into the impact of culture on the behaviour of international consumers (Soares et al., 2007: 277). Actually, the notion of culture is depicted as an indistinguishable source form the verb to "*cultivate*". Thus, in

anthropological view culture in some cases alludes to the entire lifestyle in which individuals grow up. Along these lines, a culture is contemplated as a method for seeing that is ordinary to numerous individuals and which in itself contain transformatively notions (Pheysey, 1993: 3).

Culture as a term is not directly available to perception but it can be visualized and evaluated through verbal and nonverbal explanations and different conducts by people who are inside a specific culture (G. Hofstede, 1993: 89). The culture is made out of habits such as learned inclinations to respond and is obtained by every person through his post-natal life experience. Thereby, culture isn't instinctual, inborn or biologically transmitted, it is something learned (Kroeber and Kluckhohn, 1952: 86). The culture has a power on work outline through inclinations for simplifying job or employment expansion. Besides this, it also has domination on groups through tendencies for working in seclusion, rivalling different people inside groups or cooperating in the groups (Pheysey, 1993: 3). Additionally, it is a noteworthy and intricate notion which it is hard to comprehend and utilize in a pensive manner (Alvesson, 2002: 1). Culture in some cases appears within a passage of the time, while an organization confront and overcomes challenges and barriers in its surrounding. In some cases, it is consciously created by a management group who choose to enhance their organization's performance by a fixed plan, in a thorough and efficient way. Moreover, sometimes it is developed by the first founder of the organization (Kim S Cameron and Quinn, 2006: 5). In sum, culture's attendance generally is noticeable on ethnicity, regional groups or society, however, it is not overlooked by other human classification such as organizations, occupations, and families (G. Hofstede, 1984b: 21).

1.2. ORGANIZATIONAL CULTURE

By relying on hypotheses of anthropologists, sociologists, and social psychologists, scholars have attempted various endeavors to find and to comprehend the nearby connections among culture, the conduct and states of people and groups in organizations utilizing cultural ideas, for example, language or dialects, rituals,

semiotics, stories, and ceremonies ((O'Reilly et al., 1991: 491), (D.D Warrick, 2017: 395)). These cultural ideas which have changed overtime have recognized how workers see their reality and reacte to it (Ahmady et al., 2016: 388). Lately, also it is highlighted that organization representatives participate in cultural practices and these manifestations can encourage or prevent organization's objectives (K. L. Gregory, 1983: 359). Scholars throughout 1940s and 50s straightforwardly investigated the relationship of traditions and customs with labour organizations and created a tremendous assortment of literature (Hatch, 1993: 657). Clearly stated, a culture emerges inside organizations in view of their histories and acquirements (Edgar H Schein, 1992: 408).

The culture applies a significant effect on the general working of the organization beginning from how associations adjust to both inside and outside needs, help inspire workers, and boosts productivity (Jogaratnam, 2017: 213). Virtually, culture is omnipresent, pervasive and covers whole zones of an organizational lifetime ((J.-C. Lee et al., 2016: 464); (Vukonjanski and Nikolić, 2013: 41)). Furthermore, culture has been a noteworthy variable because taking action without understanding cultural powers which earlier has been mentioned might have unforeseen and undesirable results for organizations (Ahmady et al., 2016: 388). Factually, cultural scholars argue that culture can be the solution for a lot of organizational troubles but they also estimate that after implementing a culture in organization's processes results in most cases are positive but organizations must not overlook the negative ones as well (D.D Warrick, 2017: 396).

Additionally, organizations when attempting to execute new techniques, culture might become a barrier (Iljins et al., 2015: 945). So, culture sometimes may be considered as the element which immediately cannot be adapted to new processes or in some cases new techniques can change organization's common beliefs, values and norms. Further, culture may consider that new procedure can bring radical changes which cause riots in the organizational structure. Culture through the individuals in the organizations who allot remunerations and sanctions persistently screens conduct and suggest timely rewards (Bushardt et al., 2011: 2). Thus, future rewards in most

companies may be administered to individuals of a culture on a variable ratio reinforcement schedule but sanctions may be administered on a continuous reinforcement schedule. All in all, culture in organizations makes a feeling of personality between individuals and determines organization's ethical and intellectual limits (Omidi and Khoshtinat, 2016: 428). Hence, considering that culture determines the shared beliefs in an organization it can be identified that beliefs play a key role in organization culture, for instance, when the shared beliefs are more common and deeper the culture becomes more strong, otherwise when the shared beliefs are less common and superficial the culture of an organization become weaker. This implies that an organization reflect strong organizational culture when its individuals between each other indicate a high level of commitment and agreement of beliefs, values, norms and practices (Johnson et al., 2016: 55). On the contrary, an organization indicate a weak organizational culture when these core values are not well known, for instance, are confused and contrary or individuals are not committed or show disagreement to core values. Generally, strong organizational cultures are more successful and indicate a high level of performance than organizations with weak culture. Thus, the strong cultures have more tendency to achieve organizational aims than those with weak cultures (D.D Warrick, 2017: 399). Briefly, culture leads an organization with all its components. Thus, it is considered as the most significant variable because firm's success or failure depends on it (Ernest Chang and Lin, 2007: 4).

1.3. THE INTELLECTUAL FOUNDATIONS OF ORGANIZATIONAL CULTURE

The assortment of organizational culture has gotten huge research consideration into the organizational analysis in the late 1970s and 1980s in the field of sociology, management, organizational behavior and marketing ((Maitland et al., 2015: 502), (Lu et al., 2016: 93-94)), and is perceived as a way to effectively adapt to the quickly evolving conditions both inside and outside of an organization (Nam and Kim, 2016b: 582). Organizational scholars have been engaged with the role of culture in an organizational

lifetime by a progression of well-known books, scholastic gatherings, extraordinary issues of academic journals and some evaluations have brought more than 4600 articles on the subject (Chatman and O'Reilly, 2016: 200).

Since 1979, on the theme of organizational culture no less than seven survey articles have been publicized and throughout 1983, three accumulations of articles have showed up on the current topic such as *Organizational Symbolism*, *Special Issues of Administrative Science Quarterly* and *of Organizational Dynamics* (Ouchi and Wilkins, 1985: 457-459). Practically, Pettigrew (1979) with an article in Administrative Science Quarterly used the concept of "*organizational culture*" in U.S scholastic literature (G. Hofstede et al., 1990: 286) and its fundamental discussion of organizational culture was to stimulate the interest in culture as an essential component of organizational behavior (Hartnell et al., 2011: 678). In addition, he conceptualized culture as *a "system of such publicly and collectively accepted meanings operating for a given group at a given time, where this system of terms, forms, categories, and images interpret a people's own situation to themselves"* (Pettigrew, 1979: 574). Furthermore, a culture as a part of an organizational structure which is overseen, had been already utilized by Blake and Mouton (1964), however, two decades later became an ordinary term for researchers and practitioners (G. Hofstede, 1998: 479). While thinking about organizational culture as an instrument, another scholar drawing on resource based-view theory (Barney, 1986) (Putthiwanit, 2015: 484), has essentially added to the comprehension of organizations and bolstered the affirmation that strong organizational culture is needed to improve business competitiveness (Marín et al., 2016: 100). Further, Barley and associates (1988) noticed that organizational culture is a long-standing idea and called attention to that all investigations of culture whatever their hypothetical root, utilize rationally almost identical terms and constructs (O'Reilly et al., 1991: 491).

Briefly, organizational culture is established on a wide-based history that is acknowledged in the material objects of the organization, for example, it's name, logo, structure and other characters, such as the top executives (Jo Hatch and Schultz, 1997:

359). Organizational culture by compelling the consideration of scientists for a very long time has turned into a prevailing fashion, between leaders, advisors and scholastics, it also appears to be noteworthy for both daily and long-haul advancement of the organization ((Klimas, 2016: 91); (G. Hofstede et al., 1990: 286)). Around then, scientists evaluated and started to advance the belief that the "magnificence" of a corporation is involved in the basic courses by which its individuals have figured out how to think, feel, and act (G. Hofstede et al., 2010: 47). Nowadays, organizational culture's idea is solidly settled and has been connected to various organizational exercises and outcomes such as achievement and disappointment, inventiveness, artistry, changed execution, rebuilding, and learning (Ax and Greve, 2017: 60).

1.4. THE CONCEPT AND DEFINITION OF THE ORGANIZATIONAL CULTURE

Individuals want to create organizations as per their beliefs and values, and social groups are established by institutions and organizations that mirror the prevailing esteems inside their culture, for instance, values, beliefs, traditions and actions (G. Hofstede, 1984a: 81). In accordance with this, the literature affirms the idea that there exists numerous meanings for organizational culture (Hogan and Coote, 2014: 1610), notwithstanding, organizational culture broadly alludes to organizational values acknowledged by the majority of workers, and in common norms and beliefs of organization's individuals. (Vukonjanski and Nikolić, 2013: 41). Agreeing, from an inner viewpoint, *values* are depicted as unconscious and conscious emotions which show themselves in human conduct (Urban, 2015: 729), while *beliefs* dwell in the interior of the members and derive as a matter of fact in regard to the suitable conduct to manage diverse occasions (Dubey et al., 2017: 60). Also, *norms* and *expectations* are specifically impacted by the organization's structures and frameworks, and in addition, by the abilities of workers (Rovithis et al., 2017: 9). This definition of organizational culture clarifies that the culture not only characterizes the respective representatives, clients, providers, and rivals but also characterizes how an organization will collaborate with

these main components (Barney, 1986: 657). The manifestation of all these feelings represents that the culture in an organization conjectured to be the prime factor of molding organizational techniques, the unification of organizational skills into cohesiveness, giving answers for the issues looked by the corporation, and, preventing or encouraging the corporation's accomplishment of its objectives (Yilmaz and Ergun, 2008: 291).

However, even if the organizational culture isn't completely visible (Urban, 2015: 729). Organizations that develop culture prefer visible and conscious practices because in this way individuals more easily can notice what is happening in the organizational environment where they operate (G. Hofstede, 2011: 3). Organizational culture is deliberated as an alleged norm for a whole organization such as a social system, not of each individual inside it. So, this implies that with the passage of the time people can be superseded, yet the culture still remains (G. Hofstede et al., 1993: 488). Other than this, organizational culture begins and evolves at all hierarchical levels by including every individual within an organization (Jo Hatch and Schultz, 1997: 359). Ordinarily, organizational culture has for the most part been contemplated from case study depictions, frequently including member perceptions (G. Hofstede, 1998: 479). Appropriately, organizational culture implies a culture shaped as per organizational objectives by dividing things gained by learning (Nam and Kim, 2016a: 1107), and researchers accept one of the most important challenges in knowledge transfer in a project such as a project team, project-related knowledge is presented by organization's culture (Wei and Miraglia, 2017: 572). Along these lines, organizational culture is characterized as an effective framework to draw out desired conducts for prompting best organizational results (Kao et al., 2016: 99). In nutshell, organizational culture is the manner in which things are done in a working environment and what truly matters and why (Madanchian and Taherdoost, 2016: 1077-1078).

1.4.1. Approaches to Organizational Culture

Keeping in mind that for a few decades organizational culture has been topic for several scholars, different models can be found crosswise over various fields of investigation models (Dauber et al., 2010: 28-29). For the most part, ways to deal with organizational culture can be arranged into three approaches: *dimensions approach*, *interrelated structure approach*, and *typology approaches* (Dauber et al., 2012: 2-3).

Dimensions Approach The principal center of this dimensions approach is discovering profiles of organizational culture by recognizing the cultural dimensions of organizations. To accomplish this, the degree of operationalization in the respective studies focuses on the degree of validity and reliability. According to this, these research to gathering data prefers to develop standardized questionnaires (Bavik, 2016: 45). In addition, scholars claim that dimensions approach may be partly *"attributed to a simplification of the approach to culture"*. Dimensional approach is more concentrate on specific cultural elements within a certain organizational environment, for instance, innovations, work fulfilment, or values. Considering anthropologically backdrop of organizational culture, this approach frequently gets the attention of national culture studies. Thus, in the dimensional approach, most popular cultural model is that of Geert Hofstede (1991). The author indicates that between dimensions of organizational culture and dimensions of national culture exist considerable differences but they can be linked to each other. Hence, Hofstede claims that these differences can be focused on values or practices. Values are gained in the early age, while practices over time with socialization in the workplace. Regarding this, the dimensional approaches focus on values rather than practices in order to achieve advantages in the organizational culture studies (Jung et al., 2009: 1092).

The Interrelated Structure Approach of organizational culture is focused on connecting the idea of organizational culture to different attributes or features of organizations (Dauber et al., 2010: 28-29). Subsequently, these approaches frequently

stand on the hypothetical basis for compiling empirical investigation. Hence, they have a tendency to be a multidisciplinary approach, which ordinarily describes configuration patterns. Thus, in this approach, a popular example is the organizational culture model of Schein (2004) which classify the model into three levels such as artifacts, espoused values and basic underlying assumptions (Dauber et al., 2012: 2-3).

The Typological Approach of the organizational culture explores culture through the classification of organizational culture as indicated by different attributes. This classification might be such as "strong or weak", "bureaucratic", "innovative", "people-oriented" or "team oriented". In view of this approach, every organization is a union of various cultural measurements and habitually, one kind of culture is significantly more capable or powerful in comparison with other culture sorts. Thus, the typological approach helps researchers to conceptualize organizational culture and indicate a particular kind of worker behavior (Bavik, 2016: 45). Moreover, the past conducted researches have noted that the typological approach empirically might be difficult to develop because there are very few empirically obtained references (Dauber et al., 2012).

To sum up, while dimensional approaches may investigate the nature and scale of any cultural dimension that is available in the organization, typological approaches go above and beyond (Jung et al., 2009: 1092). Thus, it is implied that dimensional approach is considered one of the most applicable approaches especially for quantitative studies. Regarding that dimensions approach concentrate on values than practices, it cannot be totally useful for studying organizational culture. On the other hand, the interrelated structure approach by implementing empirical hypothesis try to link the organizational culture to other characteristics of organizations. Finally, the typological approach indicates that each organization may involve different attributes of culture but to apply it in empirical processes might be difficult because of its complex nature.

1.5. HOFSTEDE'S CULTURE MODEL AND DIMENSIONS

In the organizational culture, anthropological studies show that out of three approaches such as dimension, interrelated structure and typology approach, the dimension approach is applied in the national cultures (Jung et al., 2009: 1092). Regarding this, a combination of national culture and dimension approach lead to the study of Geert Hofstede (1991). So, his study considered as the most comprehensive researcher in the investigation of national values, present the dimension paradigm. Additionally, Geert Hofstede (1991) emphasizes that the term of culture can be related to the view of nations and organizations. Thus, he claims that national culture deals with the differences that exist between groups of nations or regions. On the other hand, organizational culture deals with differences that exist in practices between organizations or parts of the same organization (sub-cultures). Additionally, differences among national cultures can be found in the values of various cultures. So, these national cultural values may predict the views of individuals about the organizations and the relationship amongst managers and members. Moreover, differences in organizational culture can be found in the practices among firms (www.hofstede-insights.com, 2018).

1.5.1. Definition of Organizational Culture

Hofstede (1983) gives definition of the culture as *"the collective programming of the mind which distinguishes the members of one organization from another" it is that part of our conditioning that we share with other members of our nation, region, or group but not with members of other nations, regions, or groups"* (G. Hofstede, 1983: 76). Thus, the culture of an organization involve everyone who cooperates with it like clients, labor associations, expert, suppliers, and the press, in this manner, the culture of an organization is not preserved just in the mind of its individuals as well as in the minds of its other collaborators (G. Hofstede et al., 2010: 345). Moreover, Hofstede (2011) claim that culture is usually described as a group phenomenon. Thus, that does not mean that culture will always stay in a single group but it can be associated with different groups. Inside every group, there exists an assortment of individuals so when individual

change the group with it also changes its characteristics and culture (G. Hofstede, 2011: 3).

1.5.2. Hofstede's Culture Model

Hofstede (1990) and his coworkers attempted to address the notion of culture into the organizational perspective in 1980 with the sample of some organizations in Holland and Denmark. Their discoveries allow them to difference common values and common perceptions of everyday practices such as organization's customs, traditions, and habits. Additionally, they explore that representative's beliefs change as per their nationality and the practices that change on the organizational bases are impacted by the value of the leader or founder (www.hofstede-insights.com, 2018). Thus, Hofstede (1990) organizational culture study not examine the framework in the responses of people he analyzes the ecological occurrence in organizational culture. Thus, ecological occurrence means that his study relates also to demographic, geographical and sociocultural factors (G. Hofstede et al., 1993: 493).

Hofstede's national milestone survey included two subsequent research projects on culture, one *into cross-national differences in mental programmes within the same multinational corporation* and *one into cross-organizational differences in mental programmes within the same countries* (G. Hofstede, 1998: 480). The survey utilizes existing data bank of workers operating in the huge multinational business enterprise (IBM). The questionnaire's data include response about worker's values and perceptions about their work situation (G. Hofstede et al., 1990: 287). Initially, the research has been accomplished between 1967 and 1973 from more than 116,000 surveys. The main purpose of their study was to include 72 different national subsidiaries but after factor analyzing they just involved the 40 largest one. Additionally, in their study have been utilized about twenty diverse language (G. Hofstede, 1984b: 39). Both, ecological correlation analyzes and factor analyzes indicate four dimensions of national value differences such as: 1. *Large vs. small power distance*, 2. *Strong vs. weak uncertainty*

avoidance, 3. *Individualism vs. collectivism*, 4. *Masculinity vs. femininity* (G. Hofstede and Bond, 1984: 419).

As of late, another examination conducted on the student population from 23 countries on 40 questions via questionnaire was outlined by Chinese researchers who have uncovered a fifth significant dimension of culture called *5 long- versus short-term orientation* in addition to the other four (G. Hofstede, 1998: 480). In the 2000s, exploration done by Bulgarian researcher Michael Minkov utilized database from the World Values Survey (WVS) which discovered a new calculation and the expansion of a *6ᵗʰ (six)* dimension named *indulgence vs restraint* (G. Hofstede et al., 2010: 44-45).

1.5.3. Hofstede's Culture Dimensions

Power distance is marked as the first dimension and is characterized as a rate at which the less powerful representatives of organization and institutions acknowledge that power is conveyed unequally (G. Hofstede and Bond, 1984: 419). So, this dimension refers to inequality and influences the conduct among relatively equal (*small power distance*), to extremely unequal members (*large power distance*) (G. Hofstede, 1993: 89). This dimension proposes that the level of inequality of group is declared by its representatives but also by its managers (G. Hofstede and Bond, 1988: 10). In *Large Power Distance* case, groups acknowledge a hierarchical instruction and each individual knows its position, thus so there is no need for individuals to present itself as justified or reasonable. In *Small Power Distance*, groups make progress toward power equalization and justify the request for power inequalities. This dimension's key issue is how the groups deal with inequalities between individuals when they happen (G. Hofstede, 1984a: 83). Doubtlessly, so far no group has ever achieved full equality, on the grounds that in the group there are strong strengths that immortalize the existing inequalities. Thus, in all groups, there is some degree of inequality, and some may experience more inequality than others (G. Hofstede, 1983: 81)

In circumstances when individuals experience fear and deal with the threat by ambiguous or unknown cases, this kind of culture has been named as *Uncertainty*

Avoidance (from strong to weak). Regarding this, in such a situation the individuals manifest feeling of nervous and stress. In this dimension exist two kinds of rules such as the institutional and social rule. The institutional rules are formal regulations, organized procedures, written laws, structured guidelines. The second ones are informal rules, for instance, virtues, values, motives and morality rules (G. Hofstede et al., 2010: 191). *Uncertainty Avoidance* depicts the way how individuals deal with anxiety. This dimension also shows that individuals in ambiguous situations to what extent feel uncomfortable or comfortable. These ambiguous situations are not usual but can be unpredictable, unknown and surprising (G. Hofstede, 2011: 7). Additionally, this culture sort indicates that individuals in the culture do not create a friendly relationship with foreigners. Thus, members of this culture trust that what is different is dangerous (G. J. Hofstede et al., 2002: 38).

Individualism versus Collectivism is defined as the third dimension of the culture. This measure mirrors culture's position in a sharply bipolar division. In *individualism pole*, individuals adapt right in time to considering themselves and close family only. However, in *collectivism pole*, members of the groups show dignity to the group that they belong to the extended family and to all in-group representatives and out-group representatives. Thus, all through life, individuals need to stay loyal to the group (G. Hofstede and Bond, 1984: 419). Author state that the term "collectivism" does not alludes to the state but to a group and because of this does not involve political meaning. (G. Hofstede and Bond, 1988: 10). It is noticed that bipolar division of individualism and collectivism are thoroughly incorporated. However, individualism does not develop firm integration whereas the opposite pole (collectivism) implement tight integration (G. Hofstede, 1983: 79).

Masculinity and Femininity is labeled as the fourth dimension of culture. The essential issue in this dimension is the manner by which societies make a decision about the social gender roles and its impact on individuals and self-ideas (G. Hofstede, 1984a: 84). Femininity as a central issue for any society alludes to the dispersion of qualities among genders and it is indicated as the societal characteristic, not the individual(G.

Hofstede, 2011: 8). This variable is distinguished by keeping up close individual connections such as being modest, concern for the weak, service and shyness. On versus, tough qualities such as performance rivalry, achievement, assertiveness, in almost all societies are related to the part of men, in this lines, this was labeled as *Masculinity.* Generally, in all countries the role of women differ from men, however, bigger differences are expressed in tough groups rather than in tender ones (G. Hofstede, 1993: 90). Moreover, tough groups are described as groups that focused on achievements and competition, while the tender ones concentrate on collaboration and socializing.

The other dimension that deals with the decision between future and present ideas is defined as *Long-Term Orientation* as versus to *Short-Term Orientation (LTO)* (G. J. Hofstede et al., 2002: 39). *Long-term orientation* firstly stays for encouraging of groups' virtues oriented toward future remunerations, particularly toward thrift and persistence. Secondly, long-term orientation is present in the groups that have wide differences in economic and social circumstances but these conditions for groups are considered unwanted. The reverse pillar, *short-term orientation* encourage group's virtues that are associated with the past and the present. Additionally, short-term orientation indicates respect for tradition and try to satisfy social commitments (G. Hofstede et al., 2010: 239-246). Furthermore, this cultural dimension throughout everyday life and work oppose a long-term orientation to a short-term orientation. Hence, this opposition to previous 25 years of the East-Asian countries gives a cultural clarification for the remarkable economic success (G. Hofstede et al., 1990: 289).

Indulgence versus Restraint turned into a completely new dimension of culture. *Indulgenc*e indicates gratification against control which both are connected to basic and human wishes identified with the joy of life. *Indulgence* remains in groups who permit comparatively free gratification (free delight) of basic and natural human wishes connected with the joy of life and entertainment. On opposite side, *restriction* lies with groups that control gratification (delight) of requirements and manage it through methods of strict social standards (G. Hofstede, 2011: 8-15). *Indulgence* versus *restraint* as a cultural dimension lays on well-defined investigation articles which measure the

highly particular occurrence. It is observed that in indulgence part gratification of wishes alludes to the enjoyment of life and entertainment, not to satisfying human wants by and large. As a new dimension of culture heretofore has not been accounted in the scholastic writing, however, merits more investigation (G. Hofstede et al., 2010: 281).

Briefly, Hofstede's (1980) structure is considered as the most generally utilized cultural structure by psychologists, sociologists, marketing and management researchers but literature also indicate that other scholars for conception and cultivation of culture also have examined a selection of proper measurements (Soares et al., 2007: 280). The author's conception is applicable to national culture, but also to corporate one, yet they state that the dimensions will better remain at the national extent (G. Hofstede and Bond, 1988: 6). Hofstede (1991) highlights that three distinct cultures such as national, occupational and organizational culture impact the individuals' conduct in the working environment (Belias and Koustelios, 2014: 133). In addition, some analysts have called attention to the inadequacy of Hofstede's examination because this examination measure single organization across the countries in order to understand the differences in national culture (Rose et al., 2008: 46). Moreover, researcher present that in developed countries, for instance, East and West Africa, Central and Latin America, the Middle East and some countries of Eastern Europe Besides, the sociocultural perspective exhibit high power distance, high uncertainty avoidance, low individualism, and low masculinity (Fikret Pasa et al., 2001: 562). The database of another study recommends that in dimensions of masculinity and uncertainty avoidance, China to some degree differs from western nations (Rose et al., 2008: 46).

Additionally, scholars argue that in the Turkish cultural system there is a high level of power distance and collectivism dominates. Turkey, involved in another study from the cultural value dimension, indicate higher values of conservatism, assertiveness, hierarchy, egalitarian commitment and harmony. On the other hand, it shows below average in the terms of egalitarian of gender, uncertainty avoidance, human and social orientation and societal collectivism (Fikret Pasa et al., 2001: 567). However, other studies (Pellegrini and Scandura, 2006: 265) present that in some Turkish business

environment, organizations' structure looks like a pyramid type and virtually among workers there is no so much friendly communication. In such organizations, as the authority of executives dominates, uncertainty avoidance is visible and impact the organization but they try to reduce it through high-power distance. Further, when organizations fail to reduce uncertainty avoidance members become devout in order to avoid the negative influence of uncertainty on the organizations. Thus, for Turkish organizations, it is recommended to keep high the level of power distance because it can be helpful to avoid uncertain situations (Pellegrini and Scandura, 2006: 265). In sum, individuals in the organization from other national cultures may adapt to the culture of the respective organization and thus they learn relevant company culture practices, although these practices may be in contravention of the practices normally found in the national culture of the individual. Hence, it is implied that the success of any organization regardless of the area in which they operate depends on shared cultural norms yet additionally on the employees' values and beliefs in different host nations (Deshpande and Webster Jr, 1989: 9).

1.6. EDGAR SCHEIN'S ORGANIZATIONAL CULTURE MODEL

In organizations, lack of attention to social systems have driven scholars to underestimate the significance of culture, shared norms, values, and assumptions in the functioning of the organizations. Ideas for comprehending the culture in corporations are worthy only when they emerge from observing true conducts in organizations, when they have a meaning for organizational information, and when they are sufficiently determinable to create additional researches (Edgar H Schein, 1996: 229). In organizational culture, the functionalist point of view is most importantly in view of Edgar Schein's commitments. Schein's is an overwhelming identity in cultural perspective and in a composition of his book "*Organizational Culture and Leadership*" argue that functional thinking patterns influence the idea of organizational culture to a varying degree of generality (Schultz, 1995: 21).

1.6.1. Definition of Organizational Culture

For the most part, the father of Organizational culture is considered as Schein (1999) (Dalkir, 2005: 179). He defines culture as *"pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"* (Edgar H Schein, 1983: 14). Regarding to this definition, it can be drawn out that culture is owned by the group. Secondly, the general organization may achieve culture on the off chance that it has been a sustainable group for some timeframe, and each subgroup of the organization may achieve its own culture on the off chance that there is sustainability in its history (Edgar H. Schein, 1988: 8).

1.6.2. The Three Levels of Organizational Culture

Those levels extend from the tactile and obvious manifestations that can be viewed and perceived about the deep, insensible, and basic assumptions which are characterized as the substance of culture. Further, among these levels exist diverse kind of espoused beliefs, values, norms and behavioural rules which the followers of the culture utilize to portray the culture to oneself as well as other individuals. (Edgar H Schein, 2004: 25).

Figure 1. Three Levels of Organizational Culture

Artifacts	Visible organizational structures and processes (hard to decipher)
Espoused Values	Strategies, goals, philosophies (espoused justifications)
Underlying Assumptions	Unconscious, taken for granted beliefs, perceptions, thoughts, and feelings... (Ultimate source of values and action)
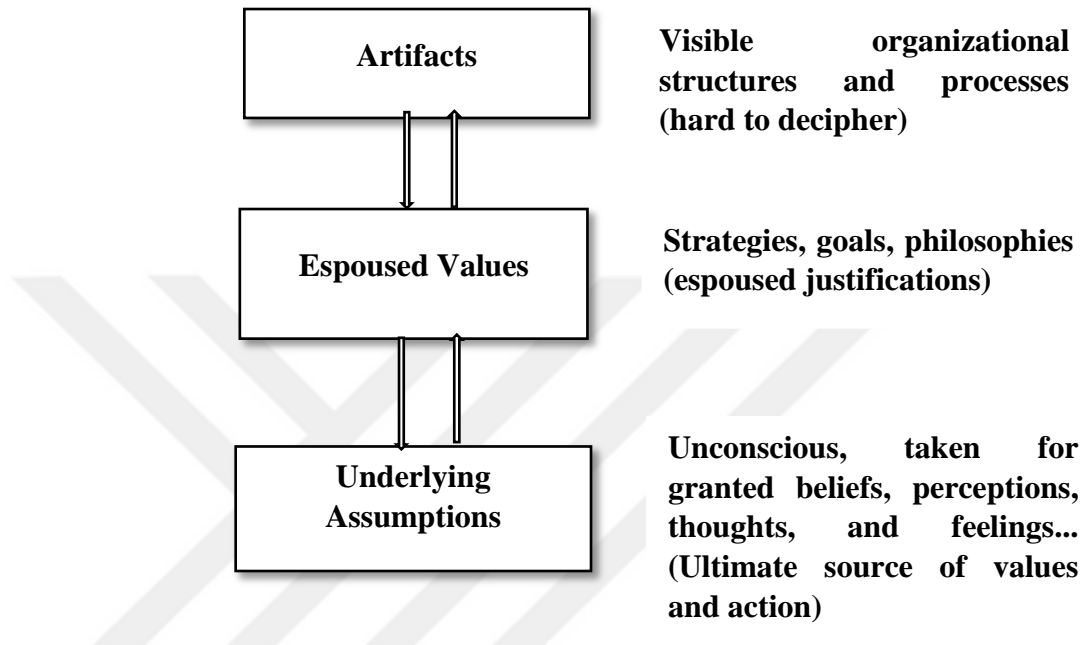
Source: (Edgar H Schein, 2009: 21)

Firstly, *Artifacts* as initial layer are the noticeable appearances of culture such those can be seen, smelled, tasted, heard by one overseer. Those manifestations from the organizational perspective incorporate physical patterns, for example, language, stories, technology, visible traditions, types of dress, styles of collaboration, and correspondence (Saunders et al., 2010: 14). *Artifacts* are noticed through the managerial act, organization's sort of working environment, the way individuals are dealt with, the way choices get made and things become, and even by the kinds of procedures and frameworks utilized as a part of an organization (D. D Warrick and Mueller, 2015: 5). The *artifacts* of organizational culture by establishing a multifaceted and perplexing surface leave a prompt impress of the culture and commonly may subject to stereotypes and biases. Therefore, there is a substantial need to collate the level of artifacts such as how to avert from losing itself in detail and how to maintain the over-generalized labeling of the superficial cultural manifestations (Schultz, 1995: 27). An essential point

of this level is that culture here is obvious and has an instant emotional impact. So, artifacts even if are visible and audible they are hard to decipher (Edgar H Schein, 2009: 22).

The *Espoused Values* belong to the second layer of the Schein's model. This layer leads behaviors and clarify why individuals act in their own way (Zhu et al., 2016: 70). As a matter of fact, *espoused values* are principles of behaviors frequently manifested in formal methods of ideologies, philosophies, implemented strategies, standards, and purposes. For organization culture, values mostly may serve as positive feedback. Especially, this level express possibility to lead the organizations through troubled times (Johnson et al., 2016: 50). Espoused Values are signified by the leaders of the organization which could conceivably be mirrored or not in worker's current conduct. Thus, so as to make such values acceptable by representatives, the leadership of an organization ought to have noteworthy compelling abilities. Organizational individuals as per those values perform signs, occasions, and issues which lead conduct (Belias and Koustelios, 2014: 134).

Basic assumptions are the third and the most profound layer in the present model. The inner beliefs of individuals are considered as unconscious beliefs which determines several activities whether typical, right or nice. Virtually, those assumptions are a definitive wellspring of cultural values and behavior. Along with the values, basic assumptions are found out from a young age and are strengthened during the socialization of an individual within the culture, so those assumptions are taken for granted and are not often questioned ((Saunders et al., 2010: 14-15); (Edgar H Schein, 1992: 402)). Basic assumptions even though cannot be measured can do differences in the organizational culture. However, when basic assumption in the group comes strongly held, members will be able to discover behavior that tells members of the group how to perceive, think and feel about things (Edgar H Schein, 2004: 30-31). Further, if basic assumptions are changed without destroying and rebuilding organization structure, the changes will occur in the range of five to fifteen years or more. So, changes take time because the organization needs to find and learn new assumptions which later will be

involved in the organization (Edgar H Schein, 2009: 185). In sum, in the organizational culture, basic assumptions reflect ideas and truths about human beings. Additionally, these expressions are related to individuals or groups and in some cases may be heterogeneous, comprehensive or one-sided (Dalkir, 2005: 183).

Briefly, the present author's cultural model isn't just a single of the most referred to culture pattern yet additionally is one of the most prominent models which help to diminish complexity and perform to a high level of generality. As well, the model recognizes the observable and non-observable components of culture (Dauber et al., 2012: 4) and different levels impact one other reciprocally. Thus, the culture pattern in this manner advances the likelihood of investigating how more profound assumptions and beliefs are related to the espoused values, symbols of the organizations and material artifacts (Alvesson and Sveningsson, 2008: 37). In short, by the above definition, it has been inferred that Schein gives a clear conception of the organizational culture and the way how it influence organizations. His cultural model refers to the learning model and group dynamics model as well as clarifies why individuals conduct differently in different organizations (Hartnell et al., 2011: 677).

1.7. EXTERNAL ADAPTATION AND INTERNAL INTEGRATION OF ORGANIZATIONAL CULTURE

Most group theoreticians, considering that culture is the cure for the group's problems, recognize two sorts of problems. Firstly, problems that dealing with the survival of the group which also are defined as a primary task and secondly problems that deal with a group capacity to function as a group (Edgar H Schein, 1984: 9). Further, scholars argue that organizational culture existence and appearance exist in the meaning of organization's individuals. Pursuing these arguments, they noted that its emergence better can be clarified under its functions to *internal integration* and *external adaptation* (Schultz, 1995: 23). *External and Internal* issues are constantly interwoven and acting concurrently all the while. The group may not be able to take care of its external survival issue if there is a lack of incorporation to a certain extent to allow for

coordinated activity. Additionally, the group also can't be coordinated without any successful fulfilment of tasks in relation to its survival problem or primary task (Edgar H Schein, 1983: 15).

External Adaptation alludes to how an organization adapts to continually changing outer environment, how it will cope with the risk and insecurity, how it investigates new potential opportunities and how it approach new and challenging circumstances (Pfister, 2009: 38). External adaptation within an organizational culture is tied in with acquiring a mutual comprehension of organizational representatives out organizational mission, techniques, and goals (McNeal, 2009: 128). In this kind of issue, the consensus is required for assembling outside information, for obtaining correct information to the appropriate parts of the organization that can operate on it, and for differing the inner procedures to consider the latest information. An organization will indicate ineffective level whether there is the absence of consensus in any section of information process (Edgar H Schein, 2004: 105).

Internal Integration An organization or group that cannot guide or organize itself internally may not survive (Edgar H Schein, 1984: 10). As a matter of fact, internal integration has to do with how a group of individuals is arranged themselves, what kind of social framework, intercourse and hierarchy is generated and furthermore what conduct is acknowledged in the group and what isn't. Likewise, for the group, it is necessary to discover clarifications to cope unforeseeable and inexplicable occasions (Pfister, 2009: 39). Internal integration includes the creation of a variety of human resource with methodological, structural and strategic frameworks. Besides, internal integration is seen as a process which can be observed from the viewpoint of workers and during the integration process representatives pass through various stages, for instance, internalization of organizational values and norms, reconciling differences and yielding to organizational norms and developing anticipatory picture of the organization (Sinha, 2008: 313).

Table 1. External Adaptation Task and Internal Integration Task

External Adaptation Task	Internal Integration Task
Developing consensus on:	Developing consensus on:
1. The primary task, Core Mission, or Manifest and Latent functions of the group, for example, strategy.	1. The Common Language and Conceptual System to be used. Including Concept of time and Space
2. The specific goals to be pursued by the organization.	2. The group boundaries and criteria for Inclusion and Exclusion
3. The basic Means to be used in accomplishing the goals	3. The criteria for the allocation of Power, Status and Authority
4. The criteria to be used for Measuring Results	4. The criteria for Intimacy, Friendship and Love
5. The Remedial or Repair strategies if goals are not achieved	5. Criteria for allocation of Rewards and Punishment
	6. Concept for managing unmanageable Ideology and Religion

Source: (Edgar H Schein, 1983: 15)

Representatives of the organizational culture by developing shared assumptions and shared knowledge in the group, create methods for adapting to external adaptation and internal integration ((McNeal, 2009: 128); (Lapiņa et al., 2015: 774)). Furthermore, mission and adaptability are considered as focus elements of the external adaptability task, whilst involvement and consistency are stipulate as of internal integration elements. Additionally, involvement and adaptability portray features identified with an association's ability to change, whereas consistency and mission will probably add to the organization's ability to stay steady and foreseeable after some time (Denison and Mishra, 1995: 216). Regardless of which elements of internal integration and external adaptation govern, the evolution of cultural presumptions and the individuals from the organization with the passage of the time will share a typical perspective of the world, considering that they have the chance to collaborate and trade organizational acquirements (Schultz, 1995: 25). Additionally, it has been noted that the learning happens both in terms of external survival matters and issues of internal integration, covering perceptual, cognitive and emotional reactions (Edgar H. Schein, 1988: 7). In

sum, external adaptation and internal integration consider culture to be the way an organization manages its changing environment (Pfister, 2009: 38).

1.8. THE COMPETING VALUES FRAMEWORK (CVF)

The Competing Values Framework is a metatheoretical hypothesis that is initially created to clarify contrasts in the values that lie on the basis of different organizational effectiveness models. The CVF concentrates on the competitive tensions and conflicts inherent in any human system. Thus, CVF put its attention on the conflict between the inner organization and the outer environment (Denison and Spreitzer, 1991: 3-5). In the 1980s the Competing Values Framework (CVF) become more foreseen as the most examined model of the typological ways to deal with organizational culture (Chatman and O'Reilly, 2016: 209). Its defenders affirm that investigations with CVF have been surveyed more than 10,000 associations all around directly or a roundabout way in the field of management, accounting, hospitality, and marketing (Hartnell et al., 2011: 678). Additionally, CVF has a strong emphasis on the leadership of behaviors and management (Seyedyousefi et al., 2016: 415). As per CVF, *organizational culture is a combination of characteristics such as team working, innovation and risk-taking, orientation to market responsiveness and customer satisfaction or having a definite structure of authority with control over work-flows* (Nazarian et al., 2017: 24).

Organizational culture has plainly become a measurable variable since culture plays a decisive component in the distant future of an effective organization. In the light of this matter, a scope of instruments intended to measure the organizational culture by employees' perceptions and opinions about their workplace. Thus, *Competing Values Framework (CVF)* endeavor to inspect the values and beliefs that illuminate those perspectives (Giritli et al., 2006: 2-3). Further, Robert E. Quinn and Kim S. Cameron (2006) have developed *(CVF)* as an organizational culture framework. Thus, a model is to a great degree helpful in organization and interpretation a wide assortment of organizational occurrence (Kim S Cameron and Quinn, 2006: 31).

1.8.1. The Model of CVF

The Competing Values Framework distinguishes four predominant organizational culture patterns such as clan, adhocracy, hierarchy, and market. These values are characterized by two noteworthy axises as 1*) organic process* and *2*) *mechanistic processes* (J.-C. Lee et al., 2016: 465). The first axis shows the distinction amongst organizations that make progress toward sustainable practices and those organizations that endeavor to enable their followers to manage their own particular practices (B. T. Gregory et al., 2009: 674). In brief, *organic process* recognizes two sorts of organizations: those that are steadier and organizations that advance development, self-improvement, persistent organization enhancement and change (Belias and Koustelios, 2014: 138). Briefly, this axis determines who make the decision in the organization. The upper end of the axis involve members that have been authorized to decide for oneself. On the other hand, at the lower end control is related to management. Additionally, when the organization is stable, reliable and efficient, stability is considered valid but when environmental factors feel the need for change, flexibility becomes more significant.

On the other hand, *mechanistic processes* axis mirrors the contradictory requirements made by the internal organizations and its outward environment. In this dimension, one end draws attention on integration and moderating activities to support the current organization, whereas the other puts emphasis on the rivalry, adjustment, and communication with external environment (Denison and Spreitzer, 1991: 5). In this axis, when competitiveness or clients are not considered so significant the internal focus get validity but in a competitive environment or where influence comes from external climate, then this challenge must be met directly. Further, it is claimed that the first axis organic process have a tendency to depend on formal components of coordination and control, whereas the mechanistic processes have a tendency to depend more on social coordination and control (Linnenluecke and Griffiths, 2010: 359).

Figure 2. The Competing Values Framework

ORGANIC PROCESS
Flexibility
Individuality
Spontaneity

CLAN

ADHOCRACY

INTERNAL
MAINTENANCE
Smoothing Activities
Integration

EXTERNAL
POSITIONING
Competition
Differentiation

MARKET

HIERARCHY

MECHANISTIC PROCESSES
Control
Order
Stability
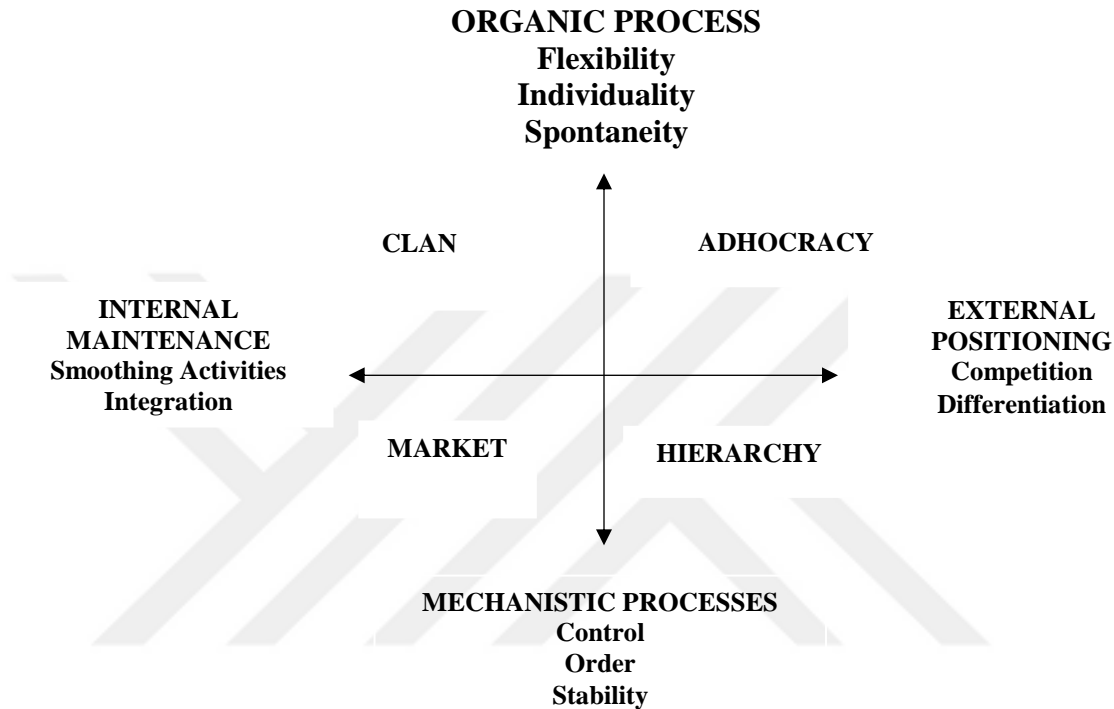
Source: ((Kim. S Cameron and Freeman, 1991: 27), (Kim S Cameron and Quinn, 2006: 35))

Clan Culture in the organizational theory is related to human resource development and act more in flexibility and change. In general, clan organizations greatly emphasize internal collaboration (Marín et al., 2016: 101). Individuals in this culture are friendlier and behave like family. Clan organizations are led by mentoring, leadership commitment and workers engagement and are less focused on hierarchy and external rivalry (Erhardt et al., 2016: 32). This type of culture is viewed as suitable when the organization's environment is gregarious (Klimas, 2016: 92). Attributes like collaboration, worker contribution, teamwork and organization responsibility toward workers are correlated with clan culture (Naranjo-Valencia et al., 2016: 32-33). Hence, clan culture is fulfilled with common values and aims, engage in empowerment and

worker development by expressing a collective effort and mutual assistance. So, clan culture organizations give great value to attendance, consensus and teamwork.

The *Adhocracy Culture* in the organizational framework put its attention to flexibility and is guided by the external environment. In adhocracy cultures, a key presumption is that change encourages creation and collection of new resources. Additionally, members of the organization in this culture type take risks and managers make innovation. Subsequently, the structure of adhocracy culture assesses the details such as development, stimulation, assortment, and self-governance. So, change, creativity and risk-taking are considered as fundamental components of adhocracy culture. (Hartnell et al., 2011: 679). Thus, these notions stem form evaluating these practices may trigger innovation in turn (J.-C. Lee et al., 2016: 465). Besides, also it is contended that adhocratic culture with underscoring innovation and risk-taking, typically would furnish better organizational performance then clan culture (Nazarian et al., 2017: 25).

The organization's structure with a *clan/adhocracy culture* ordinarily involves formal processes, labor force and entrepreneurial mindset. Moreover, the organizations that implement clan/adhocracy are prepared to take risks. However, taking unnecessary risks may cause damage to the organization structure. (Bowers et al., 2017: 5).

A *Market Culture* of an organization commonly is oriented on the relationship toward external factors than on the inward structure of the organization. In any case, this does not imply that the organization may totally lose its internal control (Sánchez-Marín et al., 2015: 171). In this dimension, objective of one organization is competitiveness. Thus, organizations with market culture suggest that the relationship with external factors such as customers, suppliers and creditors improve the firm's competitiveness. Competition in this culture does not only happen between organizations but also among workers. So, competition between workers in individual relationships will cause less flexibility. Additionally, the main objectives of this culture are to achieve profitability through markets competitiveness and to concentrate on organizational goals (Aktaş et al., 2011: 1652).

The *Hierarchical Culture* in the organizational structure is positioned in the lower quadrant and is commanded by interior process elements. Further, through the organizational formal tools such as data administration, exact correspondence, and decision-making based on data, the organization may achieve stability and control (Linnenluecke and Griffiths, 2010: 359). This culture sort has a tendency to be the execution of controls and additionally is alluded to inside efficiency, consistency, coordination, and assessment of an organization. Motivational components of hierarchical culture incorporate guidelines, security, warrant, and controls. Leaders by giving careful consideration to technical issues have a tendency to be conventional and mindful (Denison and Spreitzer, 1991: 6). Moreover, *success is defined in terms of dependable delivery and smooth scheduling in "hierarchy" culture oriented organizations* (Arditi et al., 2017: 140*)*. In nutshell, hierarchical culture prompts an organization that is thought to be very much organized by formal rules and policies (Belias and Koustelios, 2014: 135).

The central presumption for CVF is that each of the quadrants speaks to the orientation of the culture (Sánchez-Marín et al., 2015: 171). All these four culture types, together with their diverse assumptions on motivation, leadership, and effectiveness are developed on the structure of an organization (Denison and Spreitzer, 1991: 5). Widely known, one organization can manifest features of four sorts of culture but in most cases, the organization will dominate only one type of culture (Mahl et al., 2015: 436). Moreover, organizations that possess strong presence of the four organizational culture sort will achieve balanced culture by gaining an advantage in a quickly changing environment (Nazarian et al., 2017: 24). To sum things up, the Competing Values Framework (CVF) has high-level of compatibility with widely known and generally approved categorical schemes that compose the way individuals think, how they esteem their values and suppositions, and the ways how to operate with data (Kim S Cameron and Quinn, 2006: 33).

1.9. THE ROLE AND IMPORTANCE OF ORGANIZATIONAL CULTURE

Organizations to survive in today's competitive and dynamic environment with continuous rivalry look for different approaches, for example, expand the attempt to understand how culture within an organization affect the performance of its workers (Nam and Kim, 2016a: 1107). Appropriately, organizational culture intervenes the interaction between the individual and the organizational level, defines the basic presumptions whereupon knowledge is managed and shared and suggests who is expected to control and share the transferred knowledge (Wei and Miraglia, 2017: 572). Consequently, organizational culture as an incomparable asset enables firms to separate themselves from their rivals and create a sustainable and competitive edge (Y. Lee and Kramer, 2016: 199). In this sense, for strategic leaders, organizational culture might be a critical component because they have a responsibility for impacting the course and heading of their organizations. So, to accomplish organizational targets strategic leaders should create and form a unique organizational culture in order to lead the energy and motivation of workers (Jogaratnam, 2017: 213).

Correspondingly, primary component that achieves a great performance is to build up durable organizational culture (Iljins et al., 2015: 945). In addition, with the influence of culture on worker's job satisfaction and organizational commitment, corporations along these lines pick up a beneficial management of worker's job performance (Nam and Kim, 2016a: 1107). Further, (Lapiņa et al., 2015: 771) organizational culture is straightforwardly associated with performance and effectiveness of a corporation. The stronger an organizational culture is, the more successful, viable and effective a corporation might become. So, organizations with a strong culture develop great managerial skills (Barney, 1986: 657). Additionally, most scholars approved that organizational culture vigorously affects the long-haul performance of an organization (Arditi et al., 2017: 139). Also, (Silla et al., 2017: 122) states that organizational culture also is relied upon to impact organizational communication by empowering and limiting it. Considering culture as a key feature of good communication and of the process of

sharing and exchanging information in the organization, organizational communication may be empowered by organizational culture. So, within the organization when individuals shared more effective communication, interaction, information, and ideas the organizational culture more will empower the communication one. On the other hand, when the organization feel communication failure, organizational culture to a limited extent will impact organizational communication. In this sense, organizational culture establishes the grounds for communications.

Organizational culture can be ordered into a few sorts, for instance, *hierarchy-oriented*, *innovation-oriented*, *task-oriented*, *relation-oriented* culture (An and Kang, 2016: 235). The first sort portraits a large amount of competition, formalism, and control, while the second one centres on adaptability and change of a corporation. Task-oriented culture attaches importance to the organization's profitability and objective, where the last one depends on reciprocal trust and regard of interpersonal relationship. Commonly, organizational culture is impacted by series of components, for instance, from organization's history, workers' desires, attributes of the work market, customers, social elements, national culture etc. (Ghinea, 2015: 63). Additionally, individuals with different nationality within the organization try to change the existing cultural models in order to create a culture that line with their own culture. This plainly shows that individuals that possess national culture respond to the organizational issues in various ways in accordance with their interpretation of it. Hence, in the organizational culture in some cases, these cultural differences may bring modification and when are confronted with the original cultural features, values of the organization may bring negative impacts and create conflicts.

Furthermore, organizational culture affects people's behavior, observe individuals focus, measure their reaction to various circumstances, notes the socialization with new representatives and avoid the individuals who do not fit in it. So, organizational culture implies that its structure involves wide guidelines that are based on organizational practices learned in the job and which makes a contribution to the socio-psychological environment of an organization (Montgomery et al., 2011: 109). To put it plainly,

organizational culture can be investigated from the perspective of management, employees, competitors, or customers. Thus, they all give a theoretical and empirical understanding of how work is influenced by organizational culture (Johnson et al., 2016: 50).

According to past and current investigations, it can be said that in various countries the most frequently used model to measure organizational culture is that of Kim S. Cameron and Quinn (2006). So, the Competing Values Framework (CVF) gives a great dedication and great importance to organizational culture. Thus, an investigation is conducted where the empirical data have been gathered from 491 Spanish firms and through implementing the CFV is investigated the different sort of family firms in the view of organizational culture (Marín et al., 2016). Additionally, taking into account the typology of two examined variables, their discoveries identify that organizational culture notably differs according to family firms. Thus, clan culture is related to family firms whether market and hierarchy to non-family ones. The study of (Klimas, 2016) emphasize that by utilizing Competing Values Framework they made a theoretical and empirical contribution to the role of culture in coopetition and in the theory of organizational culture. Their sample was conducted in Poland by innovation managers, owners, R&D managers and senior management. From the answer of respondents, it is indicated that most often coopetitors manifest attributes of hierarchy dimension.

Naranjo-Valencia et al. (2016), to recognize the profiles of organizational culture in the terms of innovation and the performance, have used four types of culture such clan, adhocracy, market and hierarchical culture. Further, their sample involves organizations that in Spain. Results present that adhocracy culture positively influences innovation wheres hierarchy culture negatively. However, in the market and clan culture toward innovation, no effect has been gained. Nazarian et al. (2017) refers to the workers and leader perception for the organizational culture and national culture on organizational performance. Their population involve leaders and workers that work in the hotel industry in London and United Kingdom. For the balanced organizational

culture in the study, the researchers adopted CVF model and their outcomes show that organizational culture is more innovative and more adaptable to the market changes. Additionally, J.-C. Lee et al. (2016) to examine empirically the effect of the organizational culture toward software process improvement and knowledge share, they conducted the survey in Taiwan and implemented the model of Kim S. Cameron and Quinn (2006). Thus, outcomes show that clan sort of organizational culture is strongly linked to knowledge sharing than hierarchy culture. Further, it is discovered that software process improvement (SPI) play mediator role of both clan culture and top management support in the context of SPI success.

Furthermore, the Competing Values Framework is also utilized by others scholars in others countries such as India and United States. Arditi et al. (2017) aim to investigate the impacts of organizational culture on delay in organization's construction. From the gained data, they emphasize that in the United States construction organizations are dominated by clan culture, on the other side, in India, they are led by market culture. The delay in the organization's construction, is considered as the most widely recognized issues. The study additionally indicates that a delay is lower in the United States compared to India. However, Aktaş et al. (2011) have examined how organizational culture impact the organizational efficiency where organizational environment and CEO values are moderating variables. Additionally, they have based their predictions on the model of CVF in order to gain outcomes form the study. Discoveries gained from Turkey indicate that clan culture and adhocracy culture has a negative relationship with organizational environment attributes such as outer rivalry, company's structure and job in the organization. Further, workers that shared market culture also indicate a high level of togetherness. Hence, this research emphasized that authors gained predicted results. Further, Hartnell et al. (2011) have examined a meta-analytic investigation of the CVF from 84 studies. After analyzing these 84 articles, investigators present that cultures as clan, market and adhocracy are differentially and positively linked to effectiveness domain, though not always as predicted. Moreover, a number of researchers do not report link among effectiveness variables and hierarchy

culture. Some other studies discoveries show that clan culture completely supports workers attitudes in the organizations. Besides, clan culture reflects a positive relationship to worker's attitude rather than adhocracy and market culture. Other investigations indicate that when clan culture get more concentrate on communication, trust and collaboration organization ensure internal integration. In these lines, market culture gets more strength in order to meet client needs innovatively.

To sum things up, The Competing Values Framework (CVF) recognizes the basic dimensions of an organization that exists almost throughout the human and organizational practices. Organizations that develop and implement this model may get an advantage because CVF may help organizations to see what individuals value and focus when they organize activities. Further, as a theory of practices, CVF unites and integrates the various type of culture, leadership, competencies, effectiveness, and in addition to that it connects the elements of the situation such as markets, industry dynamics etc. Thus, CVF may support an organization to align its organizational practices to strategic factors in order to achieve innovation. Briefly, the Competing Values Framework serves as a guide to organizations because it indicates what kind of values, leadership behavioral patterns and approaches should be use by an organization in order to be more effective based on their culture. Organizations that develop the Competing Values Framework share some success factors such as they show respect for worker's autonomy and individuality, give motives and encourage workers to take risks. Additionally, in these organizations, authority construction is clear because each individual knows his task and responsibility. Moreover, organizations are more adaptable to external conditions and by demonstrating more effective market attempts they better observe their market. In sum, it can be supposed that in nowadays modern management, CVF is considered as the most applicable model in the organizational practices and structures.

CHAPTER TWO

2.1. THE CONCEPT AND SCOPE OF ORGANIZATIONAL AMBIDEXTERITY

In the business cycle, reaching competitive advantage in turbulent and competitive markets, requires organizations to be dexterous, innovative, adaptable and multifaceted in order to fill client's needs and expectation. Thus, *the concept of ambidexterity* has been emerged and with a passage of time became visible by scholars (Çömez et al., 2011: 77). Ambidexterity truly implies the ability of people to use both of their hands with equal ease. Indeed, ambidexterity describes people who are neither "right-handed" nor "left-handed" (Bodwell and Chermack, 2010: 196). Additionally, as indicated in the literature, the ambidexterity term flows from Latin *"ambi"* which means both and "*dexter"* that refers to favorable or right (Chermack et al., 2010: 145). However, ambidexterity has been adopted by organizational scholars in order to develop the concept in organizational settings (Rosing et al., 2011: 957). Thus, organizational ambidexterity (OA) is conceptualized as the ability of creating and linking previous knowledge and ideas or these competencies through recombining them in new methods aiming to create new configurations of exploration and exploitation (M. Ş. Şimşek et al., 2010: 276).

In the organizational conception, the origins of the term *ambidexterity* has been investigated in Robert Duncan's seminal paper. Duncan (1976) first introduced the notion of ambidexterity in the organizational structure. Thus, he depicts the "*dual structures*" which are utilized by numerous firms to manage activities that include diverse time horizons and managerial skills (Julian Birkinshaw and Gupta, 2013: 288). According to his study, ambidexterity happens continuously as per the innovation cycle and organizations regulate their structures at the stage of the innovation process. Companies use organic structures to achieve exploration and on the other hand, they follow mechanistic structures to gain exploitation. Additionally, the investigations of

organizational adaptation indicate that this perspective of ambidexterity in the literature is adopted as "*temporal sequencing*" (O'Reilly III and Tushman, 2008: 186).

Moreover, another contribution on this topic has been alluded by Abernathy (1978) who defined organizational ambidexterity as the capability of a company to be both effective and innovative at the same time (Sulphey and Alkahtani, 2017: 336). Generally, investigations about organizational ambidexterity in management theory get a renewed effort by March (1991), who focused on the issue of the exploration and exploitation in the organizational learning level. His seminal paper discussed that exploitation mode and exploration mode are considered vital for organization processes, yet, firms rival for scarce resources (March, 1991: 71). Therefore, tackling ambidexterity in this manner indicates that organizations have a dilemma about using existing knowledge/exploitation or rather getting new ones/exploration (Aubry and Lièvre, 2010: 32). Şimşek et al. (2009) developed a multifaceted typology for organizational ambidexterity in the strategic management literature so in this way they specify, substantiate, and enlarge the construction of ambidexterity. Their typology emphasizes two essential dimensions such as temporal dimension (simultaneous vs. sequential) and a structural dimension (independent vs. interdependent). The combination of these two dimensions gives four types of ambidexterity, for instance, harmonic, cyclical, partitional, and reciprocal ambidexterity (Z. Şimşek et al., 2009: 867). However, Şimşek (2009) claims that that organizational ambidexterity remains as an *"undertheorized, under-conceptualized, and, therefore, poorly understood concept"*. Additionally, the author indicates that challenge of organizational ambidexterity is a crucial variable for the researchers and for managers in the companies and significant and valuable variable for future studies (Z. Şimşek, 2009: 620).

Tushman and O'Reilly III (1996: 8) use the term of ambidexterity focusing on how organizations can reach ambidexterity by managing both evolutionary and revolutionary change processes. They define the organizational ambidexterity as *"the ability to simultaneously pursue both incremental and discontinuous innovation from hosting*

multiple contradictory structures, processes, and cultures within the same firm". Furthermore, similar to Duncan (1976), they underline the structural separation among two different kinds of exercises. Nevertheless, O'Reilly III and Tushman (2013) show that the subject of organizational ambidexterity has received an extended interest by numerous of scholars and researchers. In addition, after analyzing how some organizations could manage and survive over time, they highlight that in order to become ambidextrous, organizations should share exploration and exploitation at the same time (O'Reilly III and Tushman, 2013: 3-4). Additionally, literature shows that both Duncan (1976) and Tushman and O'Reilly (1996) in a similar perspective made a contribution to organizational theory. However, based on Duncan's (1976) previous papers the contribution of Tushman and O'Reilly (1996) is bigger in organizational ambidexterity theory. Hence, both studies suggest that structural mechanisms empower the ambidexterity such that the highest performance can be reached through organizational ambidexterity (Raisch et al., 2009: 685).

Briefly speaking, the phenomenon of ambidexterity is not considered new (Rosing et al., 2011: 957) but during the last 15 years, this topic has become a target for scholars which provided rich clarifications about how firms deal with double structures in the business environments (Vahlne and Jonsson, 2017: 58). In the management field, the number of studies on the ambidexterity expanded from under 10 in 2004 to 80 accessible research in 2009 and more in 2018. Hence, this increased attention has added refinement and expansion on the current topic ((Raisch et al., 2009: 685); (Günsel et al., 2018); (Koryak et al., 2018); (Siachou and Gkorezis, 2018)). In addition, its significance has been notable within or outside the organization involving the area of strategic management, innovation, organizational learning and organizational behaviour (Panagopoulos, 2016: 5) Moreover, the managerial significance of ambidexterity has a key role in the improvement of organizational adaptation, performance and survival (Z. Şimşek, 2009: 597).

2.2. THEORETICAL FOUNDATIONS

Scientific literature in the scope of organizational change, strategic management and organizational learning have progressively examined the requirement for organizations to strike an equilibrium between both exploration and exploitation exercises (Justin John Peter Jansen, 2005: 3). Moreover, in spite of the concurrent accomplishment of exploitation and exploration, it is emphasized in previous research that this accomplishment tend to be difficult, conversely, (March, 1991: 71) in his seminal paper asserted that *"maintaining an appropriate balance between exploration and exploitation is a primary factor in system survival and prosperity"*. Bearing this in mind, exploitation and exploration is getting a wider interest and has turned out to be an intense subject in the area of innovation (Randall et al., 2017: 3). Thus, numerous investigations have highlighted a significant relationship between organizational ambidexterity and organizational results (Bresciani et al., 2017).

Table 2. Research on Exploration and Exploitation

Stream of Research	Related Distinction between exploitation and exploration	Examples of literature
Organizational Learning	Refinement search and innovative search	March (1991); Levinthal & March (1993)
Technological innovation	Incremental and radical innovation	Abernathy & Clark (1985); Benner & Tushman (2003)
Technological change	Competence enhancing and competence destroying	Anderson & Tushman (1990)
Organizational change	Evolutionary and revolutionary change	Miller & Friesen (1980); Tushman & O´Reilly (1996)
Strategic management	Static efficiency and dynamic efficiency	Burgelman (1991); Ghemawat & Ricart I Costa (1993); Hamel & Prahalad (1993)
Organization theory	Certainty and flexibility	Burns & Stalker (1961); Thompson (1967)

Source: (Justin John Peter Jansen, 2005: 21)

Initially, in organizational learning investigations, the balancing issue of exploration and exploitation appears in the differences made among refinement of existing knowledge against the invention of another one (March, 1991: 71). Since the seminal publication of March (1991), the concept of exploitation and exploration dominated the examinations of organizational adaptation, technological innovation, survival, competitive advantage, organization design, and organizational learning (Gupta et al., 2006: 693). These two kinds of activities are considered fundamental for organization welfare even though bring inherent contradictions that should be overseen(Martini et al., 2013: 2-3).

2.2.1. Exploitation and Exploration

With the intensified rivalry in the business conditions along with the continuous changes, organizations are increasingly face a pressure of exploiting existing knowledge and exploring new ones. To reach emerging markets, organizations investigate new plans or forms, adjust to environmental changes and expand the sort of products and services. In the meantime, firms present the need for durability to leverage current capabilities and exploit existing products and services (J. Jansen et al., 2005: 351). Thus, the organizational strategy has to settle on decisions about how to invest in various kinds of exercises. In the scientific literature, two sorts of learning approaches have been suggested which are *exploitation* and *exploration* among which the organizations share their resources and attention (He and Wong, 2004: 481). Exploitation means improvement, refinement and leveraging of existing solutions that we have within reach while exploration signifies the creation of new solutions based on new possibilities that should be refined (K. Lee, Kim, et al., 2017: 118).

Exploitation requires the total organization's concentration in order to achieve better results from existing solutions. It is the root of refinement, implementation, increasing productivity, efficiency, variance reduction and control (O'Reilly III and Tushman, 2008: 189). Exploitation returns are positive, methodically less uncertain, and can be quickly realized (March, 1991: 73). Fundamentally, exploitation is seen in a more

bureaucratic structure that is related to technology, steady markets, mechanistic framework and tightly coupled systems (Carmeli and Halevi, 2009: 211). Since exploitation means the widening of existing capabilities and knowledge resources, these resources tend to enlarge the type of current products and services, improve project designs and increases the efficacy of current allocation channels.

However, in organizations that use adaptation strategy, innovations are constrained in scope and they guide the organization to meet the necessities of existent customers and markets. Therefore, in exploitation innovations, it is required for organizational functions to should share their knowledge about new clients or markets. Thus, by sharing such knowledge and skills, the organization may be able to develop new products, services or distribution channels (Strese et al., 2016: 42). Moreover, when this strategy is implemented separately, it imposes restriction on horizontal communication between departments, reduces the quality and quantity of information available within the organization and hence the ability and motivation of employees fail to produce new ideas (Fındıklı and Pınar, 2014: 159). However, scholars also indicate that overestimating exploitation by organizations led to loosing the chance to learn new abilities which in turn may result in discouraging of long-term firm performance, a stiffness of knowledge and outdated resources and practices (Uotila et al., 2009: 221).

Exploration establishes an assortment of experience across discovery and investigation. As such, exploration suggests organizational behavior which is related to risk-taking, experimentation and innovation (Dunlap et al., 2013: 4). Unlike exploitation, exploratory practices focus on requirements of innovative or distinct knowledge that surpasses the current knowledge. Thus, the aim of this knowledge and competence is to develop innovative channel distribution, new ideas, innovative products and services. However, in the exploration strategy different innovative products or services prompt to negative and uncertain returns which takes more time to actualize (Strese et al., 2016: 42). Moreover, in some cases, the organizations want to stay in the exploitative environment because believe that can become more efficient by using the knowledge and skills what they already know. Thus, they become outdated and fail but the return to

exploration strategy makes the organization uncertain because are more distant in time. Taking into consideration these reasons, firms sometimes at exploration become less effective and feel powerless towards technological and market changes (O'Reilly III and Tushman, 2008: 189). Additionally, during the exploration process, innovative ideas and activities which begin with the client to the seller and from seller to the rest of the organization can be realized. Hence, by influencing how individuals act and think, within each organizational level the feedback process starts from organizational level continue to members and end in client's level. In sum, in the exploration strategy, learning process occurs over time (Cegarra-Navarro and Dewhurst, 2007: 1722).

Exploration activities involve sociopolitical interplay and are impacted by managers in the hierarchy of the organization because the managers might feel the necessity to adapt in different manners (Lubatkin et al., 2006: 649). Organizations that primarily participate in the exploration activities by presenting innovative products with a high environmental performance intend to penetrate in technological development. Therefore, when firms increase their exploration competencies and skills which are favorable for the foundation of technological standards and troublesome for their competitors to imitate and when in the new market areas enlarge their customer base, firms will be able to gain early advantages in the business environments (L.-H. Lin and Ho, 2016: 767).

Table 3. Comparison of Exploitative Strategy and Exploitation Strategy

Alignment of:	Exploitative Business	Exploratory Business
Strategic Intent	Cost, Profit	Innovation, Growth
Critical task	Operations, Efficiency, Incremental Innovations	Adaptability, New Products, Breakthrough Innovation
Competencies	Operational	Entrepreneurial
Structure	Formal, Mechanistic	Adaptive, Loose
Controls, Rewards	Margins, Productivity	Milestones, Growth
Culture	Efficiency, Low risk, Quality, Customers	Risk Taking, Speed, Flexibility, Experimentation
Leadership role	Authoritative, Top Down	Visionary, Involved

Source: (O'Reilly III and Tushman, 2004: 80)

Essentially, exploitation activities are of the same or a similar kind or nature and they are based on the agreement and considered as an identity confirmation. In contrast, exploration activities are composed of widely dissimilar activities and indicate conflict and redefinition of identities (Van Looy et al., 2005: 209). When organizations develop more exploitation, firms imply inactivity and become opposed to change or innovation which means that exploitation disturbs the exploration activities. Similarly, an excessive amount of exploration forces out the effectiveness and obviate learning process by application (Smith and Tushman, 2005: 522). Fundamentally, the exploitation approach includes learning from top-down procedures where executive managers accept those behaviors and routines into organizations that are most appropriate for refining existing knowledge. On the other hand, exploration includes bottom-up learning procedures where executive managers are confident of abandoning their old routines and engaging in a new flow of exercises (Lubatkin et al., 2006: 648).

The literature of the strategy assumes that an organization that develop ambidexterity may be able to resolve the tension between exploration and exploitation activities. Thus, ambidexterity is considered as simultaneous fulfilment of two contradictory activities which in some cases have competing purposes (Bandeira-de-Mello et al., 2016: 2006). Given that ambidexterity is predicted as a strategic approach,

helps organizations to cope with different competencies that create paradoxical issues. Hence, ambidexterity enables organizations to involve in the adaptation process of changing environment (García-Granero et al., 2017: 1-2). Generally, ambidexterity is foreseen as an instrument that helps organizations to increase their organizational lifespan and performance. Thus, some scholars discover that ambidexterity strategy impact organizational performance on four dimensions in a positive way such as sales revenue, profits, customer satisfaction, and new product introductions (Turner et al., 2015: 177). Additionally, in the business dynamic environment, successful organizations seem to be ambidextrous because are competent to manage and oversee their organizations efficiently (Paliokaitė and Pačėsa, 2015: 165). Moreover, ambidextrous members to operate for organizational goals do not wait for permission or support of managers but they try to adapt to new process and structures in order to achieve objectives of the organization (Gschwantner and Hiebl, 2016: 374). In sum, organizational ambidexterity alludes to the ability to pursue and manage old and new competencies, abilities and knowledge at the same time. Thus, it implies that organizational ambidexterity permits utilizing organizational links among new technologies and existing supplementary resources necessary for ambidexterity (Veider and Matzler, 2016: 110).

2.3. ORGANIZATIONAL AMBIDEXTERITY TYPES

Given the expanding importance of the organizational ambidexterity, researchers and experts failed to give a thorough conceptualization and meaning of this construction and also cannot reach an accord in terms of defining its typology and how it is achieved (Siachou and Gkorezis, 2018: 4). Consequently, commitments for organizational ambidexterity originated from a fascinating assortment of research areas and the first argumentative turned out to be more complex (Panagopoulos, 2016: 5). Researchers have distinguished three sorts of ambidexterity: *temporal, structural and contextual* (Stokes et al., 2015: 64). *Temporal ambidexterity* indicates tensions and contradictions related to exploitation and exploration which are settled temporarily, for instance, over

time. *Structural ambidexterity* is illustrated by specialized units while *contextual ambidexterity* is implanted in the culture and daily behavior of all organizational participant (Martin et al., 2017: 2).

2.3.1. Temporal Ambidexterity

A few researchers recommend that ambidexterity can be cultivated through a steady organizational setting that empowers people to pick whether to underline exploitation or exploration exercises at various times. Thereby scholars propose *temporal ambidexterity* (Papachroni et al., 2014: 2). Temporal ambidexterity approach indicates that exercises of exploitation and exploration are timely divided, for instance, one takes after the other (Turner et al., 2015: 178). In agreement to this sort of thought, organizations adjust occasionally to environmental shifts by drastically changing and reorganizing their fundamental processes, structures, and strategies. The relatively steady periods of evolutionary adjustment are intruded on intermittently by short explosions of revolutionary change (Martin et al., 2017: 4). In temporal ambidexterity, organizations centre on exploitation activities in times of relative change of tranquillity and evolution and afterwards adopts exploration in order to face market discontinuities. (Pellegrinelli et al., 2015: 155-156).

The temporal approach is supported in instances of significant disturbances in an organization's competitive environment or, ultimately, as an alternative option to deal with balancing exploration and exploitation strategy. The temporal ambidexterity approach is viewed as long periods of stability punctuated by short revolutionary changes. The concept of punctuated equilibrium predicts organizations' development between exploitation and exploration times (Papachroni et al., 2016: 4). Temporary shifting starting with one action then onto the next are difficult, given that contradictory pressures for exploration and exploitation activities yet work in transition. Thereby, subsequent transitions may be costly to actualize so that the temporal separation involves the development of efficient processes for managing transitions from one regime to another (Panagopoulos, 2016: 9). Subsequently, some scholars emphasize that

temporary sequence or rhythmic transition between these two periods (exploration and exploitation) is a successful method to become ambidextrous (Martin et al., 2017: 4).

2.3.2. Structural Ambidexterity

The first rationale of structural ambidexterity, where conflicted processes are settled and set in isolated units, proposes an alternative logic in the hypothesis of the organizational ambidexterity (Julian Birkinshaw et al., 2016: 54). This structural approach in the literature is also called *"partitional approach"* (Turner et al., 2015: 178). Structural ambidexterity implies the division of exploratory and exploitative exercises into a double structure in the organization such that various organizational units or departments are dedicated to either conduct exploration or exploitation activities. Consequently, these different business units focus either on innovation or standard operations (García-Lillo et al., 2016: 1022). A structural approach toward ambidexterity depends on the establishment of specific proper processes in each sub-unit of the organization and in the reconciliation and integration of the work units to be more elevated inside the hierarchy of the organization (Pellegrinelli et al., 2015: 155-156). Similarly, each such unit ought to have particular and remarkable powers, frameworks, procedures, and culture. Thus, all these tend to endeavor by creating a planned integration of exploration and exploitation (Sulphey and Alkahtani, 2017: 337). In the structural ambidexterity, exploitative units, such as marketing departments are bigger and more incorporated with tight cultures that emphasis on boosting efficacy and control via management processes. In contrast, exploratory units such as R&D departments are smaller, decentralized and more adaptable in order to create innovations via experimentation (Panagopoulos, 2016: 8).

The benefit of organizations with structural ambidexterity is that representatives plainly characterize their objectives and assignments. Nevertheless, this ambidexterity also involves the risk of isolating various duties. Along these lines, the persistent integration and exchange of knowledge among particular business units on exploratory and exploitative are of fundamental significance (Gschwantner and Hiebl, 2016: 374).

For integration of these units and avert organizational disintegration, organizations must depend on the overarching senior management team which plays a universal role with a set of common core values (Martin et al., 2017: 4). Papachroni et al. (2016: 4) accentuates that in such ambidexterity, the role of a senior management team is depicted as "corporate glue" to keep the corporation together by dealing with the pressures that emerge among exploitation (incremental innovation) and exploration (discontinuous innovation). Hence, the important decisions in the structural approach towards ambidexterity are settled by senior executives (Julian Birkinshaw and Gupta, 2013: 294). Additionally, for the organization to deliberately respond to the requirements of integrating components between separate structural units, some studies concentrate on the social and behavioural integration of the senior management team in order to provide coherence strategy and balanced asset distribution (Papachroni et al., 2016: 4). Systems for overseeing organizational ambidexterity indicate that structural ambidexterity with two units such as exploitation and exploration work in parallel (Baškarada et al., 2016: 778). Therefore, the organizations with structural ambidexterity firstly split the explorative units from the exploitative ones which each of them possesses different strategy, structure, management and culture but both of units are integrated under a top management team. Briefly, the organizations are focused on exploitation or exploration in order to gain capabilities simultaneously. Considering that exploitative and exploration units are integrated under a top management team, structural ambidexterity requires members requires to make their own judgments as effective as possible (Julian Birkinshaw et al., 2016: 71).

2.3.3. Contextual Ambidexterity

This approach concentrates on integrating behavior. It is called contextual ambidexterity based on the fact that the foundation of an organizational setting empowers all individuals to participate in the ambidextrous behavior, for example, the human resource system ((Martin et al., 2017: 4); (Úbeda-García et al., 2017: 3)). Thus, some studies indicate that HRM (Human Resource Management) can be a mediator variable for balancing exploratory and exploitative activities, for instance, HR policies

applied at the organizational level vary depending on whether an exploratory or exploitation of learning is required. Other studies show that HRM practices increases both exploration and exploitation strategy all through the whole organization. Ambidextrous behavior is portrayed by the capacity to take initiative and perceive possibilities beyond the scope of expertise, the scan for participation, the capacity to retain numerous roles and the capacity to recognize potential collaborations (Papachroni et al., 2014: 6). The idea of the contextual ambidexterity is introduced by (Gibson and Birkinshaw, 2004: 209) who define it as "*the behavioral capacity to simultaneously demonstrate alignment and adaptability across an entire business unit"*. In this approach, exploration and exploitation normally create equilibrium with each other. Specific individuals keep up a balance among inventiveness, give attentiveness to details and quality execution in a way that creative execution does not really undermine quality and effectiveness (Panagopoulos, 2016: 8).

Contextual ambidexterity does not cope with the meaning of dual structures but evolves diverse systems and processes which urges organizational individuals to set their accessible time between the different convincing and conflicting demands that support alignment and adaptability (Pellegrinelli et al., 2015); (X. Yu et al., 2017: 3); (Julian Birkinshaw et al., 2016: 71). Contextual ambidexterity additionally is considered as an interaction that empowers organizations to balance both exploitative and explorative assignments and also encourage members to judge by themselves what the best method to divide their time is and resources that are obtainable in exploitative and exploratory strategy. Hence, contextual ambidexterity in this way turns into a capacity which is expressed at the level of the individual and group level, instead of the organizational structure itself (García-Lillo et al., 2016: 1022). The contextual approach handles four features toward ambidexterity such as *discipline*, *stretch*, *support*, and *trust* which collaborate to characterize the context of an organization's behavior. Discipline and stretch are observed as hard components illustrated by performance management components, whereas support and trust are reputed as soft elements involving social context (Günsel et al., 2018: 190). Consequently, it is contended that corporate culture,

stimulating structures, and organizational value system empower representatives to intentionally invest their energy and time in both activities such as alignment and adaptability to follow both innovative experimentations and efficient execution (Martin et al., 2017: 4). This sort of ambidexterity has the preferred standpoint where exercises are incorporated from the earliest starting point and there is no risk of isolation (Gschwantner and Hiebl, 2016: 374).

Accomplishing contextual ambidexterity is a noteworthy challenge, the research on the best way to accomplish such ambidexterity is still restricted despite the benefits of contextual ambidexterity especially that the structural or temporary exploration and exploitation are getting increasingly popular and becoming more generally perceived (Havermans et al., 2015: 180). Notably, (Vahlne and Jonsson, 2017: 59) it has been observed that the attention of representatives to these two demands might be simultaneous or sequential. (Papachroni et al., 2016: 5) introduced a way to deal with contextual ambidexterity considering the presence of an integrative reference framework among senior management teams and workers which gives a social establishment to alleviate conflicts. The development of organizational ambidexterity is present in all levels of an organization and requires the commitment of any levels of management. Considering that contextual ambidexterity is difficult to achieve but is possible, key decisions in this approach of ambidexterity are settled by retailers, managers or first-line workers (Sulphey and Alkahtani, 2017: 338).

Table 4. Differences between Structural and Contextual Ambidexterity

	Structural Ambidexterity	**Contextual Ambidexterity**
How is ambidexterity achieved?	Alignment-focused and adaptability-focused activities are done in separate units or teams	Individual employees divide their time between alignment-focused and adaptability-focused activities
Where are decision made about the split between alignment and adaptability?	At the top of the organization	On the front line-y sales people, plant supervisors, office workers
Role of top management	To define the structure, to make trade-offs between alignment and adaptability	To develop the organizational context in which individuals act
Nature of roles	Relatively clearly defined	Relatively flexible
Skills of employees	More specialists	More generalists

Source: (Julian Birkinshaw and Gibson, 2004: 50)

Temporal and structural ambidexterity approaches are comparatively direct to senior manager to implement because each approach includes a single lever, for example, a structural and temporal division of responsibilities. Conversely, the contextual ambidexterity includes creating an environment where managers and individual units in a successful way share their attention among the competitive objectives as they see fit. Moreover, contextual ambidexterity is ambiguous and potentially includes the utilization of numerous levers simultaneously (Julian Birkinshaw et al., 2016: 71). Besides, the classifications of organizational ambidexterity such as temporal, structural and contextual are conceptual and general. These three approaches indicate that how exploration and exploitation can vary within and between organizational conditions or how they can co-exist within an organizational environment (Pellegrinelli et al., 2015: 155-156). Briefly, some scholars indicate that these three theoretical models do not sufficiently account for the complexity inherent in contemporary organizations and considering this, they expect that exploitation and exploration to happen at any point in time. Hence, these concepts are mainly understood at the organizational level and are not sufficient to explain in detail the achievement of

both exploitation and exploration activities at the operational level (Turner et al., 2015: 178).

In the literature and theory of organizational ambidexterity except temporal, structural and contextual ambidexterity there is another classification of ambidexterity. The typology of Z. Şimşek et al. (2009) recognize two particular kinds of ambidexterity such as *temporal* and *structural* ambidexterity which are related to different conceptualizations, theoretical foundations and antecedents that involve differences. Furthermore, the authors review suggestions for organizational behavior and outcomes. Besides, by combining temporal and structural dimensions they propose four types of ambidexterity such as *Harmonic, Cyclical, Partitional and Reciprocal Ambidexterity* (Z. Şimşek et al., 2009: 867-868).

Figure 3. A Typology of Organizational Ambidexterity
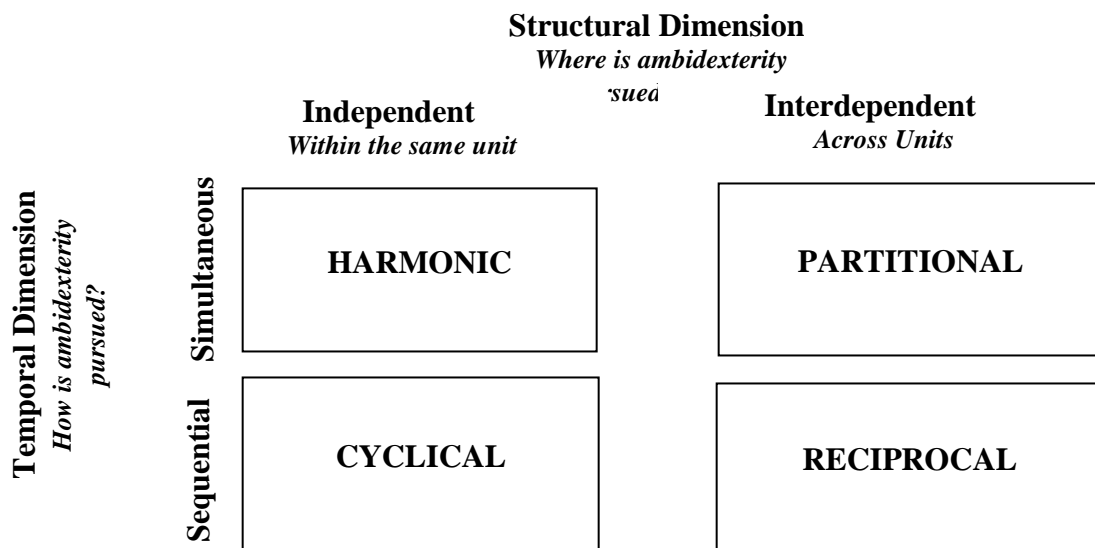
Source: (Z. Şimşek et al., 2009: 868)

The figure shown above presents that organizational ambidexterity is classified into two dimensions such as structural dimension and temporal dimension. The structural dimension involves independent and interdependent variables while the temporal includes sequential and simultaneous variables. If the ambidexterity is pursued within the same unit (independent) simultaneously, that it is called *harmonic ambidexterity*. Second, if the independent variable within the same unit is mixed with sequential variable, the *cyclical ambidexterity* appears. On the other hand, if the ambidexterity is achieved between the interdependent variable across units and simultaneous variable, the *partitional ambidexterity* emerges. However, if the interdependent variable across units from the structural dimension and sequential variable from the temporal ones are mixed, the *reciprocal ambidexterity* is presented.

Harmonic Ambidexterity means mutually involving the exploration and exploitation within the same organization unit simultaneously. From an organizational and cultural context, it requires continuous strategic and operative processes because inherent competition for scarce resources exist between exploration and exploitation needs. Consequently, given that in the harmonic ambidexterity each competes for scarce resources, the conflicts, contradictions, and inconsistencies seem predictable in this dimension. Therefore, this sort of ambidexterity means that people are based on a series of systems and processes which empower and encourage them to give their own judgments about how to share their time among conflicting demands for exploitation and exploration (Taródy, 2016: 44).

According to the theory of punctuated equilibrium which means that changes in the organization happen suddenly over short periods of time (exploration) followed by long periods of no change (exploitation), *Cyclical Ambidexterity* implies that organization participates in long periods of exploitation which are usually interrupted by discontinuous exploration periods. Furthermore, this cycle repeats itself in response to external changes. Therefore, cyclical ambidexterity occurs when resources are distributed consecutively and activities of exploitation and exploration are done at the different period of times (Blarr, 2012: 65). Additionally, when exploitation and

exploration exist in the same field and the level of analysis stays within a same organizational unit, the "punctuated equilibrium" is suitable to be encountered (Gupta et al., 2006: 698).

The *Partitional Ambidexterity* requires the creation of independent structural units where each of them possesses its own organizational structure, culture, management team, strategy and stimulating systems. Thus, in the *Partitional Ambidexterity*, exploration and exploitation activities inside the organization interact at the same time but in separate structural units. Partitional Ambidexterity is not restricted to a single organization but can include units and divisions from several firms (Panagopoulos, 2016: 9). From a managerial point of view, a few qualities of senior management teams are considered as significant antecedents to this type of ambidexterity. Hence, even though each unit innovates separately the joint work is done under the direction of senior management and additionally, the common vision among senior managers is positively related to ambidexterity (Taródy, 2016: 44).

Reciprocal Ambidexterity includes the sequential pursuit of exploration and exploitation across units and literature indicates that till now, this kind of ambidexterity has got minimal consideration from scholars. Theoretically, the reciprocal ambidexterity is developed from researchers with the views of the firm's social network and they stressed the role of agreements between organizations to create this kind of ambidexterity. Thus, this prospect indicates that the ambidexterity is reached by the efficient specialization of exploitation and exploration in a cross-organizational network. Moreover, the reciprocal ambidexterity requires relationships that are characterized by ongoing information exchange, collaborative problem solving, joint decision making, and resource flows between the managers of the different units responsible for exploitation and exploration (Z. Şimşek et al., 2009: 887).

In sum, harmonic ambidexterity in the organization level involves both exploration and exploitation simultaneously under same organizations unit. The underlying point is the theory of organizational culture, and emphasizes the importance of organizational

structure in achieving organizational ambidexterity. Cyclical organizational ambidexterity is the sequential implementation of exploitation and explorative strategies within the same unit or department. Long-term exploitation strategies are followed by short-term explorative strategy implementations and the cycle continues in this way. Partitional organizational ambidexterity means that explorative and exploitation strategies can be realized at the same time but through different subsystems, units and even organizations. This model based on organizational design and social network theory also overlaps with structural ambidexterity theory. Reciprocal organizational ambidexterity is based on the theory of social network and entrainment theory, which means that different subsystems apply sequential use of exploitation and explorative strategies. Organizations can use strategic alliances or networks of organizational relationships as a mechanism to unify exploitation and explorative strategies over different time and systems (Attar, 2015: 53).

2.4. THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL AMBIDEXTERITY

Organizational ambidexterity has been analyzed in the different aspects since the first appearance of the concept ((Tushman and O'Reilly III, 1996); (Julian Birkinshaw and Gibson, 2004); (He and Wong, 2004); (Van Looy et al., 2005); (O'Reilly III and Tushman, 2013); (Justin John Peter Jansen, 2005); (Lubatkin et al., 2006); (Han, 2007); (Justin J.P Jansen et al., 2008); (Z. Lin et al., 2007); (Z. Şimşek, 2009); (Akdoğan et al., 2009); (Alpkan et al., 2012); (Fındıklı and Pınar, 2014) (Wang and Rafiq, 2014); (Attar, 2015); (Dai et al., 2017); (Chen et al., 2016); (Paliokaitė and Pačėsa, 2015); (Veider and Matzler, 2016); (Günsel et al., 2018); (Koryak et al., 2018); (Siachou and Gkorezis, 2018)). Previous conducted investigations show that in the theory of organizational management, limited and insufficient research about the relationship between organizational culture and organizational ambidexterity is identified ((K. Lee, Woo, et al., 2017); (H.-E. Lin and McDonough III, 2011); (Martinsen et al., 2015); (Wang and Rafiq, 2014); (R. Yu et al., 2014); (Fındıklı and Pınar, 2014); (Büschgens et al., 2013);

(Jaskyte and Dressler, 2005); (Naranjo-Valencia et al., 2011); (Poškienė, 2006); (Szczepańska-Woszczyna, 2014); (Matinaro and Liu, 2017); (Naranjo-Valencia et al., 2016)). This study, aims to investigate the effect of organizational culture on organizational ambidexterity in order to make a contribution to the literature. In this section, the findings between organizational culture and organizational ambidexterity from past studies is presented. Regarding these findings, the background for hypotheses is formed.

In an organization, the role of organizational culture and role of ambidextrous innovation ability can be different in each cycle of development. Besides, it is noted that these two variables continuously adapt and co-evaluate each other under the direction of strategic orientation (R. Yu et al., 2014: 104). Furthermore, findings from studies discovered that in an organization, the innovation process is quite impacted by organizational culture, on the grounds that while innovating process occurs and completed by people the context within which innovation is initiated is ensured by organizations. Thus, this context may serve as a base for innovation (H.-E. Lin and McDonough III, 2011: 499). The investigation made by Fındıklı and Pınar (2014: 167) include 200 companies where their principal goal is to examine whether there is a noteworthy impact of the organizational culture apparent by marketing and planning managers to the organizational ambidexterity into these firms. Additionally, the results indicate that there is a positive and meaningful relationship between organizational culture and organizational ambidexterity involving the exploitation and exploration activities. Besides, the outcomes of the study also show that cultural tightness and cultural looseness perception impact the positively and significantly the organizational ambidexterity. In short, authors emphasize that their gained results in the related article are consistent to other researchers.

R. Yu et al. (2014: 105) signify that different sort of organizational cultures such as adhocracy, clan, and market culture have union relationship with technological innovation. Besides, their discoveries determine that adhocracy culture can be profitable for exploratory innovation, on the other hand for exploitative one, clan culture is more

appropriate. Thus, market culture is considered as coexisting variable among the exploratory and exploitative innovation. Moreover, the hierarchy culture is indicated as a component that inhibits product innovation. In short, they determined that organizational culture has achieved a significant impact on both exploitation and exploration innovation strategies.

Furthermore, the literature shows that organizational culture can promote value-oriented actions of workers and also can make modification and give shape to processes of organization strategy. In such manner, pro-innovation culture as an activity that needs breakthroughs in the cycles of discovery and experimenting can relieve organizational behaviors that are relating to exploitative and/or explorative innovations. In the organizational structure, pro-innovation culture alludes to an organizational culture that is available to receive new ideas and processes. Hence, the gained outcomes prove that pro-innovation culture notedly influences exploitation and exploration activities and also positively influence organizational ambidexterity (K. Lee, Woo, et al., 2017: 250). In general, it is argued that when one company decide to apply ambidexterity, it become ambidextrous as soon as the organizational culture becomes innovative. Regarding this, Martinsen et al. (2015: 180-181) suggest that when one firm develop more innovative culture, the level of ambidexterity in the organization will increase. They also claim that while the organization try for ambidexterity, the culture of the firm will develop more innovation. In short, they support that there exists a positive and significant relationship between innovative company culture and organizational ambidexterity (Martinsen et al., 2015).

Additionally, organizational culture can face double issues such as direction and flexibility as well as external adaptation and internal integration and these double characteristic are interrelated in the organizational learning procedures. Considering this, Wang and Rafiq (2014: 61-64) gives a conceptualization of ambidextrous organizational culture. They conduct the study in the high-technology firms in the United Kingdom and China where they discover that ambidextrous organizational culture has a positive influence on contextual ambidexterity as well as contextual ambidexterity has a positive

significant impact on new product innovation outcomes. Additionally, the contribution of the authors focused on the literature of organizational ambidexterity and innovation. Therefore, they discover that contextual ambidexterity is available in practice, especially in high-tech organizations. Moreover, authors suggest that if exploration and exploitation activities are appropriately managed inside a business unit, they may be considered as additional organizational activities rather than competitive activities in the innovation procedure.

It is suggested that cultural values and norms are powerful tools to stimulate the process of innovation and creativity. On the other hand, some other researchers claim that connection between culture and innovation may be more intricate than the investigation can uncover because it is determined by many variables that are just too difficult to express, measure or perceive. Thus, the cultural influence on innovation and creativity depends more on the type of agreement rather than its existence. So, when the individuals of an organization show a high level of agreement on how creative and innovative ideas should be created and implemented, their success is provided (Poškienė, 2006: 47). Moreover, Naranjo-Valencia et al. (2011: 64) suggest that organizational culture clearly determine the innovation process in the organization. The investigation also discovered that organizational culture may have an impact on the innovation strategy in a positive and negative way. Hence, study's findings also suggest that not all the dimensions of culture at the organizational level has the same impact in the innovation process, for instance, adhocracy culture indicates a positive effect on the innovation orientation while hierarchy culture shows a negative relationship with innovation. Thus, authors affirm that their outcomes of the study indicate a complex relationship of culture with innovation strategy and they recommend for future investigations. Additionally, Jaskyte and Dressler (2005: 35) present that their study's outcomes offer support for incorporating organizational culture into innovation models. Hence, they additionally discover that strong cultures may not be favorable for stimulating innovation strategy, especially given its content, for example, if the level of cultural values is higher on stability, predictability, security, predictability, working in

collaboration with others, the level of innovative orientation may be less. So, organizations that develop strong culture may face difficulties in actualizing new modes of functioning, in reacting to changes in the outside environment, and in creating new solutions for issues that emerge.

Nevertheless, Büschgens et al. (2013: 777) implement the Competing Values Framework (CVF) to investigate the relationship of culture with innovation activities. So, they suggest that the matching of various cultures with organizational aims of innovation strategy may be explained on the basis of that framework. Moreover, they suggest that clan culture is considered as strategy orientation tool which managers purposely utilize in order to make stimulation of innovation activities in organizations. On the other hand, findings also indicate that hierarchical culture is less likely and may not be convenient for organizations which will develop innovations. They find a negative relationship of hierarchical culture with innovation organizations and suggest that this sort of culture may reduce the capabilities of organizations to innovate. Additionally, hierarchical culture may be has a positive relationship with others organizational goals. Moreover, the data from the survey indicate that managers in organizations at the innovative processes more prefer to develop adhocracy culture because this type of culture highlight an external and a flexibility orientation while market culture seems as the appropriate type for aims of an innovative organization. However, another scholar give contribution to the literature of relationship between organizational culture and organizational innovation. Szczepańska-Woszczyna (2014: 31-32) presents that an organizational culture is a suitable tool for organizations and managers who want to develop innovation orientation. Thus, organizations that want to keep the level of innovations high should pay attention to some cultural feature, for instance, the manager should believe their members that they have abilities to try out new ideas, members should gain the manager's support and should feel independent while they operate innovative ideas, resources should be gathered from outside and inside environment in order to establish better conditions for innovation, and managers should give clear signal that innovation is desirable and advantageous within company.

As of now, some other studies suggest that organizational culture is considered one of the factors that have an awesome effect on the innovation process. Thus, considering that organizational culture impact workers behaviors, it may lead the members to acknowledge the innovation process as a key value of the organization and it may make members feel more involved in innovation. In sum, innovation culture helps workers to be more creative and encourage them to explore new ideas (Naranjo-Valencia et al., 2016: 31). Thus, the cultural concept on the way to more innovation processes gains international and national impact on organizational environment (Matinaro and Liu, 2017: 3184).

In this study, firstly it is imported to emphasize that *organizational culture* plays a significant role in organizational level because it is considered as a scheme of culture which unites the power of the members to work productively towards achieving common organizational purposes. Additionally, it is proposed that organizational culture does not allude just to the identity on an organization, however, it is an idea that involves division attributes, for example, members shared all cultural values such as beliefs, values, norms, traditions in a strategic way in order to achieve common organizational purposes. On the other hand, organizational ambidexterity is considered as an organization' ability to follow two different things simultaneously such as exploitation and exploration. Thus, ambidexterity for the organization may be an appropriate instrument because it offers more growth opportunities while the organization maintain the stability. In sum, organizational ambidexterity ensures more strategic options while permitting the organization to benefit from experiences.

Additionaly, the organizational culture is variable which is studied for a long period of time by many researchers in different fields while organizational ambidexterity as a new variable recently gets a lot of interest form scholars. However, as of now, in the literature, there are some studies investigating the relationship between organizational culture and organizational ambidexterity but are rare and not directly. Actually, most of the research make contribution in the relationship of organizational culture with innovation. These studies are such as: ((K. Lee, Woo, et al., 2017); (H.-E. Lin and

McDonough III, 2011); (Martinsen et al., 2015); (Wang and Rafiq, 2014); (R. Yu et al., 2014); (Fındıklı and Pınar, 2014); (Matinaro and Liu, 2017); (Naranjo-Valencia et al., 2016); (Büschgens et al., 2013); (Jaskyte and Dressler, 2005);(Naranjo-Valencia et al., 2011); (Poškienė, 2006); (Szczepańska-Woszczyna, 2014)). In addition, findings from these studies suggest that organizational culture is considered as a significant variable to stimulate the innovation activities at the organizational level. After detailed analyzed of past qualitative and quantitative researches it can be said that organizational culture except that can be linked with the organizational ambidexterity in the significant and positive way also can be related to the exploration activities and exploitative activities. Additionally, these studies reports summarize that dimensions or features of organizational culture may impact innovations or activities of organizational ambidexterity such as exploration or exploitation in variable ways. Previous studies suggestions indicate that the investigations about the relationship between organizational culture and organizational ambidexterity are deficient. Thus, it can be said that this topic is not adequately examined, explored and investigated. Given that this scope of the study involves Turkey and Macedonia, the researches analyzed above concluded that for the current topic so far no research has been found in Macedonia, whereas in Turkey only one study investigated by (Fındıklı and Pınar, 2014).

The purpose of this quantitative study is to research the variables such as organizational culture and organizational ambidexterity in two countries such as Turkey and Macedonia in the food industry. The nature of this study dictates to explore whether the organizational culture has a significant and positive relationship with organizational ambidexterity. After exploring the relationship between these two variables, the study will focus to examine whether types of organizational culture such as clan, clan, market, hierarchy and adhocracy culture impact the organizational ambidexterity. The clan culture is focused on flexibility, change and an organization's interior. However, clan culture is characterized by collaboration, worker engagement and organizational responsibility for members. The adhocracy culture dominant features can be creativity and risk-taking. In this type of culture, organizations prepare its member to take a risk

while managers make innovation. For market culture, it can say that its focus put on achieving organizational goals and achieving profitability through market rivalry. The market culture organizations want to increase company's rivalry by creating a relationship with external factors. Moreover, hierarchy culture is founded on structure and control and try to keep the organization together in order to provide stability. This purpose of this study is to explore whether sub-dimensions of culture affect the organizational ambidexterity and whether organizational culture impacts the dimensions of organisational ambidexterity such as exploration strategy and exploitation strategy. This research will describe how two dimensions of organizational ambidexterity such as exploration strategy and exploitation strategy are related to organizational culture and explain how organizational culture separately is connected to exploration strategy or exploitation strategy both in a Turkish Company and in a Macedonian Company.

CHAPTER THREE

EXPLORING THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL AMBIDEXTERITY: COMPARISON IN FOOD INDUSTRY IN TURKEY (KONYA) AND IN MACEDONIA (SKOPJE)

In this section, firstly, the conceptual model and methodology of the study are analyzed in detail by giving general information about the company in Turkey and Macedonia. Secondly, the analysis and findings of the study are included. Finally, given that in the literature the organizational culture and organizational ambidexterity are considered as a strategic background, the results of the study are discussed in detail.

3.1. INFORMATION ABOUT THE COMPANY IN TURKEY AND IN MACEDONIA

The application in this study is conducted in two different countries such as Turkey and Macedonia in the food industry. The study in Turkey is conducted in the province of Konya at *"Selva Company"*, while in Macedonia the study is realized in the province of Skopje at *"Dauti-Komerc Company"*.

"Selva" company begins with the establishment of İttifak holding in 1988 with flour production. In 1994 starting to pasta production with Seyran brand as well as flour production. Selva company is the most important flour, semolina and pasta exporter since it's establishment. Today Selva is sold in 5 continent and over 80 countries. Selva reaches the people's same taste level in the world so they find the magic of taste in Selva from Japan to Somali, from Australia to Trinidad… And they all call Selva as "Magic of Taste". For the company, it doesn't matter if it is the winter or summer, their production facilities have the thermos building system that controls heat and moisture balanced in all seasons, thus Selva company offers the same flavor in all seasons, their production facilities are being monitored and controlled against insects all the time, and uses high-temperature technology (www.selva.com.tr, 2018).

"Dauti-Komerc" company deals with import - export, distribution and sales of consumer goods. This company is an affirmative shareholder association, a manager and a healthy leader in the region and beyond. Dauti Komerc is established on 28/02/2001. The company's beginnings were very modest, with a worker, a vehicle, but great ambition and enthusiasm. Dauti-Komerc started as a distributor of pasta, flour, famous manufacturer "Divella" Italy, in a modest 200 m2 warehouse (www.dauti-kos.com, 2018) *but today operates in four countries such as in Macedonia, Kosovo, Montenegro and Albania with over 500 employees. Dauti-Komerc is a representative and distributor for many domestic and foreign companies such as wholesalers & distribution, pasta - manufacturers & wholesale, food - dealers & distributors, confectionery, cosmetics, milk & dairy products, hygiene goods & toiletries wholesale* (www.dauti.com.mk, 2018).

3.2. THE CONCEPTUAL MODEL AND METHODOLOGY OF THE STUDY

There are many technologies and applications that organizations use to achieve sustainability and competitive superiority. In these processes, the human element emerges as the focal point. Considering the role of culture in influencing the strategies and objectives of organizations, in the literature, it is discussed that culture of an organization forms the way workers collaborate in their work environment, presents certain predetermined policies that guide workers, gives a unique identity to the organization, affects the performance of workers and therefore plays a significant role in the whole organization's success. Nowadays, in the new era of the information economy where speed and competition are unlimited, uncertainty and chaos are thought to be dominant, it is important for organizations to fulfil their current and future needs simultaneously. In this context, the main purpose of this chapter is to provide a conceptual model developed by the framework of the literature on organizational culture and organizational ambidexterity, which is examined in the theoretical part of the study and to provide information about the research methodology and results.

This chapter deals with the conceptual model and methodology of the research and includes the conceptual model of the study, its importance, assumptions and give information about the scope of the research. In addition, the research goals and relevant hypotheses have been presented and clarifications have been made regarding the methodology of data collection used in testing these hypotheses. Besides, this chapter explains the development of the data collection tool, the identification of the sample and the statistical methods used in the analysis of data collected.

3.2.1. Conceptual Model of the Study

3.2.1.1. Objectives of the Study

The main objective of this study is to explore the effect of organizational culture on organizational ambidexterity in the *"Selva" Company* (Turkey) and in the *"Dauti-Komerc" Company* (Macedonia) that operate in the food industry. The sub-objectives identified in this primary objective can be listed as follows:

- To identify the relationship between organizational culture and organizational ambidexterity in the food industry.

-To explore whether the organizational culture affects the organizational ambidexterity in a positive or a negative way.

- To determine whether the organizational culture impact the concept of organizational ambidexterity in a significant or a non-significant way.

- To analyze the relationship of organizational culture on the sub-dimensions of organizational ambidexterity such as exploitation and exploration.

-To examine the relationship between the types of organizational culture such as clan, adhocracy, market and hierarchy culture and organizational ambidexterity sub dimensions.

3.2.1.2. The Importance of Study

Organizational ambidexterity is considered a new phenomenon in the literature and the theory of management. Considering this, international studies on the concept of organizational ambidexterity are taking a new place in the literature and are rather limited. In Turkey in the recent years, the concept gets attention but the definition of the concept has not yet fully settled. On the other hand, in Macedonia, the notion of organizational ambidexterity is still unknown and unexplored. Consequently, this study is important in terms of deeply examining the concept of organizational ambidexterity. In addition, as far as is known, still now in food industry the level of organizational ambidexterity has not been investigated. In the literature, studies on the organizational ambidexterity seem to focus on the idea of culture but it has not been studied enough. On the opposite side, the concept of organizational culture gets the attention of the scholars and practitioners for long a periods of time. However, analyzes of studies indicate that the relationship between organizational culture and organizational ambidexterity has not been found and examined in the national and international literature.

Therefore, this study is original in terms of examining the relationship between organizational culture and organizational ambidexterity, as well as exploring the effects of these two variables in the food industry. The significance of this study is to present and justify the research problem in order to contribute filling the gap in the theoretical and practical aspect of the literature.

This study also examines the relationship of organizational culture and sub-dimension of organizational ambidexterity such as exploitation and exploration. Investigating which type of cultures such as clan, adhocracy, market and hierarchy, is effective in achieving ambidexterity, may help organizations to develop a better culture in organizational structure. The results obtained from this study can also be used for cultural training and development. In addition, this research is a preliminary study in the

national literature both in Turkey and in Macedonia in terms of defining the general organizational culture profile of workers of the entire food industry.

3.2.1.3. Research Assumptions

Given that the researchers of this study to date have not encountered any similar empirical research on this topic, the fundamental assumption of the study is that employees of the food industry in these two companies are considered to be knowledgeable and capable of evaluating the business of the company. In addition, while employees of Turkish and Macedonian Company determining the level of organizational ambidexterity of their firm, evaluating their own organizational culture qualities, it is assumed that these employees are correct, honest, objective, understand the questionnaire correctly and divide enough time to answer the questionnaire.

3.2.1.4. The Scope of the Study

The scope of the research involves the comparison of two companies in different countries in the food industry. Additionally, the food industry is included in the scope of the study because in recent years is a sector that is continuously innovating and customer protection oriented approaches have increased. Moreover, firms that operate in this sector first give importance to the human factor and pay attention to the information and communication technologies. Thus, in this kind of companies in addition to material capital, intangible capital is also used extensively and are constantly reinforced in a competitive environment. Briefly, the scope of the study includes (2) two companies of the food industry that operate in different countries such as Turkey and Macedonia.

3.2.1.5. Conceptual Model and Hypotheses of the Study

Rapid changes environmental conditions and increased competitive pressures force organizations to be agile, creative, flexible and ambidextrous and seek identification of various strategic alternatives. One of these alternatives is the *organizational ambidexterity* strategy which is described as the exploration of innovations and exploitation of existing capabilities of organizations in order to survive and to provide

sustainable competitive power. In this study, considering that members of the organizations spent about 40 hours in work environment, their organization's culture clearly appears to influence their work life and their personal life. Hence, organizational culture is the most valuable and key resource to assess different variables as it provides equality by ensuring that no employee is overlooked in the work environment and that each is treated equally. Additionally, organizational culture is an instrument that clearly determines the innovation, creativity, exploration and exploitation activities of an organization. Thus, the culture and ambidexterity in the organizational level can play a varied role in each process of development but continuously adapt and co-assess each other under the direction of strategic orientation. Hence, it can be concluded that organizational culture has great importance in achieving organizational ambidexterity.

This study aims to explore the effects of organizational culture on organizational ambidexterity in two companies operating in two different countries, one in Turkey and the other in Macedonia. Additionally, this research will seek to discover whether the organizational culture has a positive or negative relationship with organizational ambidexterity and its dimensions such as exploration strategy and exploitative strategy. Based on the literature review in the preceding section, a research model for the current study is indicated in **figure 3.1**. Additionally, a research model illustrates the relationship between organizational culture and organizational ambidexterity where organizational culture variable with its four dimensions such as clan, adhocracy, market and hierarchy culture is considered as the independent variable and organizational ambidexterity with its two dimensions (exploration and exploitation) as the dependent variable. The hypotheses developed in the scope of the study are put in order as follows.

Figure 4. The Model and Hypotheses of Study
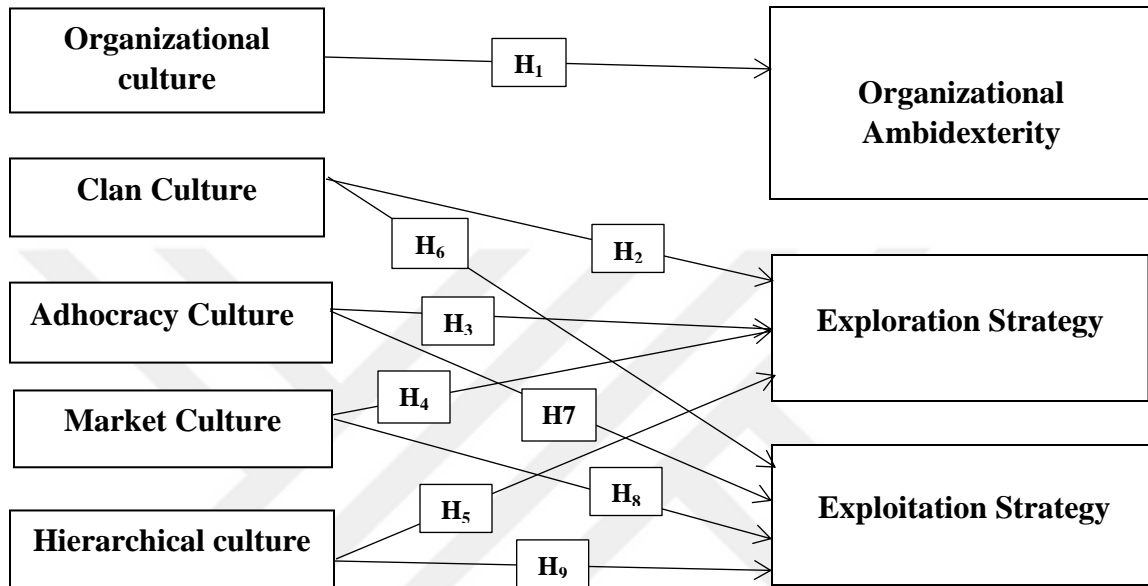
As it is indicated in the section above the following hypotheses are developed such:

Hypothesis 1: Organizational culture has a positive relationship with organizational ambidexterity.

Hypothesis 2: The Clan Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.

Hypothesis 3: The Adhocracy Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.

Hypothesis 4: The Market Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.

Hypothesis 5: The Hierarchical culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.

Hypothesis 6: The Clan Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.

Hypothesis 7: The Adhocracy Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.

Hypothesis 8: The Market Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.

Hypothesis 9: The Hierarchical Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.

3.2.2. Research Methodology

The ability to provide effective and consistent results from research is directly related to the methodology followed in the research process. For the evaluation of the obtained data, it is important to explain the research methodology. In this section, to reach the objectives of the research and to test the hypothesis, information about the development of data collection tool, determination of the sample size of the research, preparation, arrangement and transmission of the questionnaire and information about statistical methods to be used in analyzing data will be given.

3.2.2.1. Preparation of Data Collection Tool

In order to carry out the research objectives at the best possible level and to test the developed hypotheses, the questionnaire of this study is constructed by taking into consideration the particulars specified by experts and the previous empirical studies in this field. The questionnaire is formed by utilizing theoretical and practical literature on the concepts of organizational culture and organizational ambidexterity. Extensive research is done about the most commonly used method. During the formulation of the questionnaire, the relevant literature is examined, the recommendations of academicians and business managers are taken into consideration and the topic is covered together with the experts of the ambidexterity field.

3.2.2.1.1. Development of Data Collection Tool

The aim of this study is to develop a comprehensive data collection tool in order to determine the concept of organizational culture and organizational ambidexterity in the food industry. For this purpose, a comprehensive research is carried out by using the conceptual model of the research and questionnaires that have proved validity and reliability in the literature have been used for this study. The original questionnaire is in English language but considering that the survey is going to be conducted in Turkey and in Macedonia, the questionnaire is translated into Turkish, Macedonian and Albanian language. Additionally, the questionnaire has been finalized by taking opinions of the academicians who are experts in English, Turkish, Macedonian and Albanian language. In this context, explanations about the questionnaire which are mentioned below are presented under the main topics.

- *Demographic Characteristics:*

This research to obtain data utilizes the survey method by taking into consideration that the variables under study are difficult to observe for an external observer. The respondents fulfil the questionnaire form given to hand in which participants evaluate their own particular view of organizational culture and organizational ambidexterity, regardless of the limitations it may create. The questionnaire is developed from three main parts. In the first part of the questionnaire, questions for determining demographic characteristics such as gender and age, level of education, were included. Thus, demographic characteristics are submitted with 8 questions.

- *Organizational Ambidexterity Scale:*

In the second part of the questionnaire there are questions about the concept of organizational ambidexterity. In this study to measure organizational ambidexterity, the questionnaire developed by Lubatkin et al. (2006) is used. In this scale, exploration was represented with 6 (six) questions and exploitation were represented with 6 questions. In general, the organizational ambidexterity questionnaire consists of 12 questions.

- *Organizational Culture Scale:*

To measure the concept of organizational culture questions are submitted in the third part of the questionnaire. Questions have been taken from the study of Kim. S Cameron and Freeman (1991); and Kim S Cameron and Quinn (2006) to measure the organizational culture. Organizational culture is divided into 4 (four) types such as clan, adhocracy, market and hierarchy culture. Each type of culture contains 6 (six) question, 24 question in total.

In second and third parts of the questionnaire, alternative answers ranging from 1 (strongly disagree) to 5 (strongly agree) are located on a five-point Likert-type response scale and respondents have answered questions ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.2.1.2. Pilot Analysis of Data Collection Tool

In this study, a pilot analysis process is carried out to give the final form to the questionnaire prepared by evaluating the research with its aims and hypotheses. The primary aim of the pilot analysis in this research is to understand whether the questions are sufficient, whether the translated sentences are understandable, whether there is a disagreement with Turkish, Macedonian and Albanian expression and to test the reliability and validity of the questionnaire. In this context, the questionnaire is passed through three consecutive processes for pilot analysis.

In the first step, the questionnaire is examined by academicians who are experts in management and business field, and their suggestions are taken in the context of the development and improvement of the questionnaire. In the second stage, the authors meet research assistants and they are asked to make the assessment of the questionnaire. Completing the questionnaires lasted approximately 15 minutes. Later, meetings are made with the people who completed the questionnaire and evaluations about the questionnaire are taken. From the second stage, it is understood that the questions are understandable and generally positive results have been achieved.

The third stage is a pilot application with employees in the food industry. For the pilot study, 20 employees are involved in Turkish company and 25 in Macedonian company. The employees of two organizations are asked to comment on the intelligibility, adequacy and scope of the questions in the questionnaire. All of the employees have answered all of the survey questions. The result is that there is no confusion and doubt about the questionnaire that is used in the study and that the questions are understandable. The pilot survey data are analyzed in SPSS 15.0, and the questionnaire is considered reliable.

3.2.2.1.3. Design of the Questionnaire

As a result of the extensive work process described above, the scale and items on the questionnaire have been finalized. The questionnaire form has been designed taking into account previous studies and expert opinions in order to make the filling process of the questionnaire form easy, understandable and to prevent the decrease in the proportion of respondents. In this context, short, easy and general introductory questions are used at the beginning of the questionnaire. The physical appearance of the questionnaire is meticulously designed considering that may affect the cooperation of respondents and the accuracy of the information to be obtained. The final form of the questionnaire consists of 2 pages and 44 questions. The general headings in the final form of the questionnaire are listed such as preface, personal information, organizational ambidexterity scale and organizational culture scale.

3.2.2.2. The Population and Sample of the Study

In accordance with the purpose of the research, the universe of this study is constituted by the employees who work in the food industry in "Selva" company (Turkey) and "Dauti-Komerc" company (Macedonia). The population in Turkey is about 300 and about 220 hardcopy questionnaire is distributed to employees, of them the 180 returned and after deleting the incomplete response, a final sample is 160 employees. The population in Macedonia is about 500 where 270 hardcopy questionnaire are distributed but the final sample in this study is 200 employees. The survey method is

used with the aim of collecting data in the study. The respondents fulfil the questionnaire form given to hand which is developed from three main parts. In the first part of the questionnaire, questions for determining demographic characteristics such as gender and age, level of education, are included. In the second part, there are 12 questions which measure the concept of organizational ambidexterity. There are 24 questions in the third part of the questionnaire to measure the concept of organizational culture.

3.2.2.3. Transmission of the Questionnaire Form

In this research, after finalizing the form of the questionnaire and after determining the sample of the study, the process of transmitting the questionnaire forms is started. In the first stage, the assistants of the general managers of two firms in Turkey and in Macedonia have been called individually and given detailed information about the research. In the second stage, the researchers have gone firstly to Turkish company and has made a meeting with employees, has given a clear explanation of the topic and questionnaire and in the end, the questionnaire form has been distributed to employees in hand. Thus, the same process has been realized for the Macedonian company, as well.

In this study, the dissemination process of surveys was carried out during the period of May 2017- February 2018. After the examinations made, it was decided that in Turkish survey 20 questionnaire forms were excluded due to various deficiencies and 160 questionnaire forms were taken into consideration. In the Macedonian study, among these 200 questionnaires, 25 cases had high missing values or were considered not reliable by the author. During determining the sample population, the table of possible sample population figures representing a certain main mass, prepared by (Yazıcıoğlu and Erdoğan, 2004: 50). In this context, in Turkish study for a main population of 300 people; the sample mass is 130 with ± 0,05sampling error and in Macedonian study for a main population of 500 people; the sample mass is 180 with ± 0,05sampling error. So, it can well be said that the obtained sample has the power to represent the main population. During determining the participants to be included in the sampling of the study, random sampling method was preferred.

3.2.2.4. Determination of Test Statistics and Regulation of Data

The data collected in the research have been coded and transferred to the computer and analyzes of the data have been realized by utilizing of certain packet programs. The data gained from the study is coded and loaded into the 'SPSS 15.0' program and the statistical tests to be used in the data analysis are determined after the data entry. The analyses used to evaluate the data obtained from the research and to test the hypotheses are as follows:

- Demographic Analysis
- Reliability Analysis
- Validity Analysis
- Correlation analysis
- Regression analysis
- Student- T Test

SPSS is the acronym of Statistical Package for the Social Science. SPSS is widely used in the analysis of research data on social sciences and includes comprehensive statistical analysis techniques. In addition, in necessary situations for analysis of the data and for graphical presentations also Excel program has been utilized. In the research after determining which statistical techniques would be used, the data is checked and the analyses are arranged appropriately. Thus, the frequency tables of all data, the smallest values and the highest values are taken into account in order to detect and correct any possible errors made at the data entry. In this context, after all these processes, the data has been made ready for analyses.

3.3. ANALYSIS AND FINDINGS OF RESEARCH DATA

The above chapter presents the selected design of this study and its resulting methods and instruments while this section currently introduces the results of research about organizational culture and the concept of organizational ambidexterity. However, this section starts with demographic characteristics of the sample and the results indicate different information about the respondents in research. Then the reliability of the data

collection tool will be evaluated. Finally, the hypotheses developed based on the research model are tested and analyzes about the correlations and relationships of the variables as organizational culture and organizational ambidexterity in the food industry will be given. Thus, the chapter ends with the interpretation of results by data obtained.

3.3.1. Demographic Characteristics of the Participants in the Turkey

In this section, first, the results of the demographic characteristics of the participants at the Turkish company are presented. Thus, the demographic outcomes from the Turkey survey are indicated in the following tables. The survey provides participants information about gender, marital status, education level etc.

The demographic results show that both male and female are adequately involved in the survey as shown in Table 5. The following table shows that 63.1% of the participants are male and 36.9% are female.

Table 5. Gender of participants in Turkey Research

Gender	Frequency	Percent
Male	101	63,1
Female	59	36,9
Total	160	100,0

The results from the demographic analysis indicate that majority of the participants in the survey are male with 101 respondents (63.1%) whereas 59 respondents (36,9%) of the respondent were female. Thus, this results present that the survey involves both genders.

The research additionally discovers the marital status of the participants in the survey and following table presents the gained outcomes.

Table 6. Marital Status of Participants in Turkey Research

Marital Status	Frequency	Percent
Married	110	68,8
Single	50	31,2
Total	160	100,0

The data from the previous table shows that the majority of the participants are married. Thus, 68.8% of participants are married and 31.2% have expressed themselves single.

The questionnaire of the study also discover the data about the age of participants and the table below presents the outcomes of the survey.

Table 7. Participants by Age in Turkey Research

Age	Frequency	Percent
18-24	12	7,5
25-35	66	41,2
36-50	69	43,1
50-65	13	8,1
Total	160	100,0

The results from the research notify that in a study in Turkey there are no respondents of age 18 and over age 65. The greater part of survey participants are employees of 36-50 age with 43.1 % and employees of 25-35 with 66 respondents (41.2%). In research, fewer participants are of age 18-24 with 7.5% (12 respondents) and of age 50-65 with 8.1% (13 participants).

The research additionally discovers the education level of participant involved in the survey. Table 8 present the obtained data of education level.

Table 8. Participants by Education Level in the Turkey Research

Education Level	Frequency	Percent
Secondary School	2	1,2
High School	19	11,9
Vocational High School	19	11,9
Associate Degree	27	16,9
Bachelor Degree	76	47,5
Master Degree	17	10,6
Total	160	100,0

The findings from the investigations confirm that no participants is involved in survey with PhD education level and with Primary School. Majority of participants indicate that have finished Bachelor Degree with 47.5% (76 participants). Then, 27 respondents have finished Associate Degree (16.9%). Results also indicate that in total High School and Vocational High School, there are 38 participants. High School with 11.9% and Vocational High School 11.9%. Additionally, fewer participants have finished Secondary School with 1.2% (2 participants).

The investigation additionally requires from the participant to show the number of years worked in the current organization. The findings are presented in the following table.

Table 9. Participants by Work Experience in Turkey Research

Work Experience	Frequency	Percent
Less than 1 year	18	**11,2**
1-3	33	**20,6**
4-6	33	**20,6**
7-9	32	**20,0**
More than 10 years	44	**27,5**
Total	160	**100,0**

The discoveries from the table 9 presents that in survey, there are 18 participants involved that work less than 1 year in company while 44 respondents indicate that they operate more than 10 years in the organization. In the organization, 33 employees work

for 1-3 year and 20.6% of members indicate that they work for 4-6 years. Thus, 32 respondents (20%) show that they operate in the organization structure for 7-9 years.

In addition, this research notifies about the position of respondents in the organization and the table below indicates the gained results.

Table 10. Participants Work Position in Turkey Research

Position of Work	Frequency	Percent
Chef / Supervisor	22	13,8
Manager of Department	12	7,5
Employee	126	78,8
Total	160	100,0

The Table 10 presents that in the survey the majority of participants work as employees in the organization, this was followed with 126 participants (78.8%). The achieved findings indicate that in survey are involved about 22 respondents who work as chef/supervisor and about 7.5 % are managers of department in the company.

The following table present the total number of employees in Turkish organization. Data obtained show that all employees confirm that the company in total include about 100-249 employees.

Table 11. Total Number of Employees in Organizations in Turkey Research

Number of Employees	Frequency	Percent
100-249	160	100,0

This investigations also obtained data about the total work experience of respondents in their work life. The gained results are indicated in the below table.

Table 12. Total Work Experience of Participants in Turkey Research

Total Work Experience	Frequency	Percent
Less than 1 year	7	4,4
1-3	17	10,6
4-6	28	17,5
7-9	32	20,0
More than 10 years	76	47,5
Total	160	100,0

The gathered outcomes present that about 76 respondents with 47.5% have more than 10 years work experience in the work life while 4.4% participants have less than 1 year total work experience. Moreover, 10.6% for 1-3 years, 17.5% for 4-6 and 20% for 7-9 years.

3.3.2. Reliability Analysis Results in Turkish Scale

Table 13: Reliability Analysis Results of the Organizational Ambidexterity Scale

Factor Item	Mean	SD	Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	Exclusion
Exploratory	4.14	0.64				0.771	
Q1	4.15	0.96	0.634	0.461	0.725		
Q2	4.20	0.87	0.648	0.476	0.723		
Q3	4.21	0.84	0.516	0.307	0.757		
Q4(-)	4.17	0.79	0.449	0.237	0.771		Excluded
Q5	4.02	0.99	0.485	0.287	0.767		
Q6	4.14	0.75	0.486	0.269	0.764		
Exploitation	4.14	0.63				0.822	
Q7	4.14	0.90	0.566	0.334	0.798		
Q8	4.08	0.91	0.554	0.318	0.801		
Q9	4.16	0.86	0.558	0.328	0.799		
Q10	4.06	0.92	0.586	0.376	0.794		
Q11	4.17	0.79	0.662	0.450	0.779		
Q12	4.21	0.82	0.613	0.389	0.789		
Organizational Ambidexterity	4.14	0.59				0.882	

The reliability analysis results of the Organizational Ambidexterity scale and its sub-dimensions, consisting of 12 items and 2 factors in total, are given in **Table 13**.

According to the findings, when 6 items constituting the exploratory sub-dimension, which is one of the organizational ambidexterity scale sub-dimensions is considered, the item no 4 is excluded from the analysis because its item total correlation and squared multiple correlation values are low. The general average for the exploratory sub-dimension is calculated as 4.14 and the reliability of the sub-dimension as 0.771. In addition, the mean and standard deviation values for all the items in the sub-dimension are given in the table. The general average for the exploitation sub-dimension is calculated as 4.14 and the reliability coefficient as 0.822. The general average for the organizational ambidexterity scale is calculated as 4.14 and the reliability as 0.882. In the analyzes related to organizational ambidexterity, the item no 4 is excluded from the scale and the analyzes continued in this way.

Table 14: Reliability Analysis Results of Organizational Culture Scale

Factor Item	Mean	SD	Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	Exclusion
Clan	4.05	0.74				0.884	
Q1	4.04	0.96	0.719	0.550	0.861		
Q2	4.06	0.96	0.733	0.587	0.858		
Q3	4.06	0.93	0.726	0.538	0.859		
Q4	4.08	0.83	0.707	0.542	0.863		
Q5	4.08	0.89	0.669	0.507	0.869		
Q6	4.02	0.96	0.631	0.404	0.875		
Adhocracy	4.01	0.72				0.775	
Q7	3.83	0.99	0.506	0.289	0.759		
Q8	4.05	0.95	0.560	0.355	0.744		
Q9	4.09	0.90	0.616	0.428	0.730		
Q10	4.08	0.88	0.595	0.400	0.736		
Q11(-)	4.10	0.81	0.439	0.304	0.772		Excluded
Q12(-)	4.11	0.88	0.486	0.346	0.762		Excluded
Market	4.07	0.63				0.827	
Q13	4.06	0.81	0.524	0.310	0.813		
Q14	4.06	0.88	0.640	0.434	0.790		

Q15	4.07	0.88	0.631	0.405	0.792	
Q16	4.02	0.84	0.532	0.317	0.812	
Q17	4.14	0.83	0.654	0.478	0.787	
Q18	4.06	0.89	0.594	0.413	0.800	
Hierarchy	4.10	0.61				0.824
Q19	4.15	0.82	0.526	0.283	0.809	
Q20	4.04	0.88	0.590	0.378	0.796	
Q21	4.04	0.89	0.564	0.341	0.802	
Q22	4.08	0.84	0.608	0.400	0.792	
Q23	4.14	0.78	0.624	0.440	0.790	
Q24	4.13	0.83	0.642	0.433	0.785	
Organizational Culture	4.06	0.59				0.940

The reliability analysis results of the Organizational Culture scale and its sub-dimensions consisting of 24 items and 4 factors in total are given in the **Table 14**. According to the findings, when 6 items constituting the clan sub-dimension, which is one of the organizational culture scale sub-dimensions, are analyzed, the general average for the clan sub-dimension is calculated as 4.05 and the sub-dimension reliability as 0.884. In addition, the median and standard deviation values for all the items in the sub-dimension are given in the table. Similarly, when 6 items in the adhocracy sub-dimension, which is one of the sub-dimensions of the organizational culture scale, are analyzed, the items no 11 and 12 are excluded from the analysis because their item total correlation and squared multiple correlation values are low. The general average for the adhocracy sub-dimension is calculated as 4.01 and the reliability coefficient as 0.775. When 6 items in the market sub-dimension are analyzed, the sub-dimension average is calculated as 4.07 and the reliability value as 0.827. When the hierarchy sub-dimension is analyzed, the sub-dimension average is calculated as 4.10 and the reliability coefficient as 0.824. The general average for the organizational culture scale is calculated as 4.06 and the reliability as 0.940. The items no 11 and 12 are excluded from

the scale in the analyzes related to organizational ambidexterity, the analyzes continued in this way.

3.3.2.1. Content Validity of Data Collection Tool

In order to ensure the validity of the data collection tool used in this research, a comprehensive literature review is conducted to determine the questions to be included in the questionnaire form and the items to be used in the measurement of the questions. In the process of literature review, most used scales related to organizational culture and organizational ambidexterity are determined, also it has been explored which scales are often used in which subjects and as a result of this comprehensive evaluation, it is decided which scales would be used in the study by taking the opinions of experts in the management and business sciences. After this stage, a pilot study has been conducted with employees in the food industry in Turkey and in Macedonia. In this study for pilot study 20 employees in Turkish company and 25 in Macedonian company are included and employees are asked to comment on the intelligibility, adequacy and scope of the questions on the questionnaire. All employees of two companies have answered all questions in the questionnaire. As a result, it has been assessed that the questions in the form are understandable, that there is no confusion and doubt about the comprehensibility, adequacy and scope of the questions. Briefly, after the comprehensive review of the literature, pretest and pilot study the content validity of data collection is obtained.

3.3.2.2 Validity Analysis Results of Organizational Culture Features of Employees in Turkish Company

In this study in order to measure the organizational culture characteristics of employees in the food industry, the scale developed by Kim. S Cameron and Freeman (1991); Kim S Cameron and Quinn (2006) is used. The validity and reliability of this scale have also been tested in different international literature ((Nazarian et al., 2017); (Aktaş et al., 2011)). Organizational culture is divided into 4 (four) types of culture such

as clan, adhocracy, market and hierarchy culture. Thus, each type of culture contains 6 (six) question which organizational culture, in general, consist 24 questions.

In order to determine the characteristics of the *Organizational Culture*, participants of the Turkish Company are asked about their perceptions of organizational culture. Additionally, in the questionnaire, alternative answers ranging from 1 (strongly disagree) to 5 (strongly agree) are located on a five-point Likert-type response scale and respondents have answered questions ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 15: Organizational Culture Level of Turkish Company

Question No	Organizational Culture	Mean	SD
	Clan Culture Total	**4.05**	0.74
Q 1	The company is a personal place, it is like an extended family, and people seem to share a lot of themselves.	4.04	0.96
Q 2	The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	4.06	0.96
Q 3	The management style in the company is characterized by teamwork, consensus and participation.	4.06	0.93
Q 4	The 'glue' that holds the company together is loyalty and mutual trust. Commitment to the company runs high.	4.08	0.83
Q 5	The company emphasizes human development. High trust, openness and participation persist.	4.08	0.89
Q 6	The company defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	4.02	0.96
	Adhocracy Culture Total	**4.01**	0.72
Q 7	The company is a dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	3.83	0.99
Q 8	The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk-taking.	4.05	0.95
Q 9	The management style in the company is characterized by individual risk-taking, innovation, freedom and uniqueness.	4.09	0.90
Q 10	The 'glue' that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	4.08	0.88
Q 11	The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	4.10	0.81
Q 12	The company defines success on the basis of having unique, or the newest, products. It is a product leader and innovator.	4.11	0.88
	Market Culture Total	**4.07**	0.63
Q 13	The company is results orientated. A major concern is with getting the	4.06	0.81

	job done. People are very competitive and achievement orientated.		
Q 14	The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-orientated focus.	4.06	0.88
Q 15	The management style in the company is characterized by hard-driving competitiveness, high demands and achievement.	4.07	0.88
Q 16	The 'glue' that holds the company together is the emphasis on achievement and goal accomplishment.	4.02	0.84
Q 17	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	4.14	0.83
Q 18	The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key.	4.06	0.89
	Hierarchy Culture Total	**4.10**	0.61
Q 19	The company is a controlled and structured place. Formal procedures generally govern what people do.	4.15	0.82
Q 20	The leadership in the company is generally considered to exemplify co-coordinating, organizing, and smooth-running efficiency.	4.04	0.88
Q 21	The management style in the company is characterized by security of employment, conformity, predictability and stability in relationships.	4.04	0.89
Q 22	The 'glue' that holds the company together is formal rules and policies. Maintaining a smooth-running company is important.	4.08	0.84
Q 23	The company emphasizes permanence and stability. Efficiency, control and smooth operations are important.	4.14	0.78
Q 24	The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	4.13	0.83
	Organizational Culture Total	**4.06**	0.59

The above **Table 15** indicate that when the scale is examined, it can be seen that the average of the sub-dimensions of organizational culture is close to each other. At this point, it can be said that the difference between sub-dimensions of the organizational culture of employees in the Turkish Company is not very distinctive. However, when the detailed evaluation is made, it is seen that the highest score is taken by *Hierarchy Culture* with an average of 4.10. Averages of the other dimensions as are shown in **Table 15**, respectively indicate that in Turkish Company *Market Culture* is expressed with an average of 4.07, *Clan Culture* with 4.05 and *Adhocracy Culture* with and an average of 4.01.

Hierarchy Culture in the food Company seems to exhibit more positive perceptions of the employees of Turkish Company. Thus, this type of culture prefers to be more directed by interior process elements of the organization. Additionally, for

hierarchy culture is important to maintaining the good functioning of the organization. This kind of culture takes into the consideration policies and formal rules in order to achieve stability, control and to keep the organization together. Motivational components of hierarchical culture incorporate guidelines, security, warrant, and controls. Leaders by giving careful consideration to technical issues have a tendency to be conventional and mindful ((Linnenluecke and Griffiths, 2010); (Denison and Spreitzer, 1991); (Arditi et al., 2017); (Belias and Koustelios, 2014)).

The explanations made so far are summarized in the following table where the estimates from the results obtained from the sub-dimensions of the scale and from the whole scale are presented.

Table 16: Participants' Organizational Culture Scale Assessment of Turkish Company

Organizational Culture	Mean	SD
Clan Culture	4.05	0.74
Adhocracy Culture	4.01	0.72
Market Culture	4.07	0.63
Hierarchy Culture	4.10	0.61
Organizational Culture Total	**4.06**	0.59

As seen in **Table 16**, participants took the highest score from the Hierarchy Culture sub-dimension of Organizational Culture. Secondly, participants in the survey show features of Market Culture while the Clan Culture is positioned in the third place. The results indicate that in Turkish Company the lowest average is earned by Adhocracy Culture. In this case, it can be said that the participants showed mainly the Hierarchy Culture characteristics. In this study, it is accepted that the participants' estimates are examined one by one in order to determine in which type of culture participants were more familiar, and it is accepted that the highest score which is taken from the organizational culture dimension, the Turkish Company would be closer to that culture dimension.

From the data presented in the table above it can be assumed that the Turkish Company employees manifest characteristics of all types of organizational culture but predominantly features of the hierarchy culture dominate. Additionally, this organization is structured and is focused on control. The leadership style tends to be a coordinator and monitor. Hence, the obtained data indicate that Turkish Company value efficiency, consistency, and processes that are proven to be effective. In sum, this company with the virtues of hierarchical culture for managing employees offers security, conformity, predictability.

3.3.2.3. Validity Analysis Results of Organizational Ambidexterity Features of Employees in Turkish Company

In this study in order to measure the organizational culture characteristics of employees in the food Company, the scale developed by Lubatkin et al. (2006). Questions from an inventory consisting of 12 items are asked to respondents. In this scale, exploration is represented with 6 (six) questions and exploitation is represented with 6 questions. In general, the organizational ambidexterity questionnaire consists of 12 questions. The validity and reliability of this scale have also been tested in different national and international literature (Lubatkin et al., 2006).

In order to determine the characteristics of the *Organizational Ambidexterity* participants of the Turkish Company, they are asked about their perceptions of organizational ambidexterity. Additionally, in the questionnaire, alternative answers ranging from 1 (strongly disagree) to 5 (strongly agree) are located on a five-point Likert-type response scale and respondents have answered questions ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 17: Organizational Ambidexterity Level of Turkish Company

Question No	Organizational Ambidexterity	Mean	SD
	Exploratory Ambidexterity Total	**4.14**	0.64
Q 1	Firm, looks for novel technological ideas by thinking "outside the box".	4.15	0.96
Q 2	Firm, bases its success on its ability to explore new technologies.	4.20	0.87
Q 3	Firm, creates products or services that are innovative to the firm.	4.21	0.84
Q 4	Firm, looks for creative ways to satisfy its customers' needs.	4.17	0.79
Q 5	Firm, aggressively ventures into new market segments.	4.02	0.99
Q 6	Firm, actively targets new customer groups.	4.14	0.75
	Exploitation Ambidexterity Total	**4.14**	0.63
Q 7	Firm, commits to improve quality and lower cost.	4.14	0.90
Q 8	Firm, continuously improves the reliability of its products and services.	4.08	0.91
Q 9	Firm, increases the levels of automation in its operations.	4.16	0.86
Q 10	Firm, constantly surveys existing customers' satisfaction.	4.06	0.92
Q 11	Firm, fine-tunes what it offers to keep its current customers satisfied.	4.17	0.79
Q 12	Firm, penetrates more deeply into its existing customer base.	4.21	0.82
	Organizational Ambidexterity Total	**4.14**	0.59

As seen in **Table 17**, the participants of the Turkish Company evaluated their food company with equal points in the Exploration Strategy and Exploitation Strategy of Organizational Ambidexterity. Thus, it can be said that the Turkish Company simultaneously can exploit the existing resources, solutions, activities and explore the creation of new solutions. So, the discoveries outcomes indicate that the Turkish Company has the ability to resolve the tension between exploration and exploitation strategy and in this way gain capacity to achieve ambidexterity.

Thus, ambidexterity is considered as simultaneous fulfilment of two contradictory activities which in some cases have competing purposes (Bandeira-de-Mello et al., 2016: 2006). Given that ambidexterity is predicted as a strategic approach, helps organizations to cope with different competencies that create paradoxical issues. Hence, ambidexterity

enables organizations to involve in the adaptation process of changing environment (García-Granero et al., 2017: 1-2). Generally, ambidexterity is foreseen as an instrument that helps organizations to increase their organizational lifespan and performance. Thus, some scholars discover that ambidexterity strategy impact organizational performance on four dimensions in a positive way such as sales revenue, profits, customer satisfaction, and new product introductions (Turner et al., 2015: 177). Additionally, in the business dynamic environment, successful organizations seem to be ambidextrous because are competent to manage and oversee their organizations efficiently (Paliokaitė and Pačėsa, 2015: 165). Moreover, ambidextrous members to operate for organizational goals do not wait for permission or support of managers but they try to adapt to new process and structures in order to achieve objectives of the organization (Gschwantner and Hiebl, 2016: 374). In sum, organizational ambidexterity alludes to the ability to pursue and manage old and new competencies, abilities and knowledge at the same time. Thus, it implies that organizational ambidexterity permits utilizing organizational links among new technologies and existing supplementary resources necessary for ambidexterity (Veider and Matzler, 2016: 110).

Additionally, this led that Turkish company has the capability to achieve efficacy in their existing competencies while simultaneously have strategic advantages to innovate and explore new competencies. However, ambidexterity as a strategic instrument helps companies to confront with different competencies that create paradoxical issues. Thus, ambidexterity companies keep a balance between flexibility and stability since an excessive number of changes may make chaos in companies if the continuation is ignored. Briefly, these companies that can achieve ambidexterity may increase their organizational lifespan and performance.

The explanations made so far are summarized in the following table where the estimates from the results obtained from the sub-dimensions of the scale and from the whole scale are presented.

Table 18: Participants' Organizational Ambidexterity Scale Assessment of Turkish Company

Organizational Ambidexterity	Mean	SD
Exploratory Ambidexterity	4.14	0.63
Exploitation Ambidexterity	4.14	0.64
Organizational Ambidexterity Total	**4.14**	0.59

As seen in **Table 18**, participants took the equal score from the Exploratory and Exploitation Strategy of Organizational Ambidexterity. Thus, participants in the survey show equal features of two dimensions of organizational ambidexterity. The results indicate that in Turkish Company the equal average is earned by Exploratory Strategy and Exploitation Strategy. In this case, it can be said that the participants showed both exploitation and exploration characteristics. In this study, it is accepted that the participants' estimates are examined one by one in order to determine in which type of ambidexterity participants are more familiar, and it is accepted that the equal score is taken from the organizational ambidexterity dimensions, thus, the Turkish Company would be closer to both.

Organizational ambidexterity is considered as an organization' ability to follow two different things simultaneously such as exploitation and exploration. Moreover, ambidexterity for the organization may be an appropriate instrument because it offers more growth opportunities while the organization maintain the stability. Thus, organizational ambidexterity ensures more strategic options while permitting the organization to benefit from experiences ((Bandeira-de-Mello et al., 2016); (García-Granero et al., 2017); (Turner et al., 2015); (Paliokaitė and Pačėsa, 2015); (Gschwantner and Hiebl, 2016); (Veider and Matzler, 2016)).

3.3.3. Correlation Analysis Results in Turkish Scale

Table 19: Results of Correlation Analysis on the Organizational Culture Scale and Its Sub-dimensions and the Organizational Ambidexterity Scale and its Sub-Dimensions

	Organizational Ambidexterity	Exploratory	Exploitation
Organizational Culture			
Spearman's Rho	0.712	0.673	0.660
p	<0.001	<0.001	<0.001
Clan Culture			
Spearman's Rho	0.625	0.598	0.574
p	<0.001	<0.001	<0.001
Adhocracy Culture			
Spearman's Rho	0.587	0.571	0.530
p	<0.001	<0.001	<0.001
Market Culture			
Spearman's Rho	0.642	0.615	0.589
p	<0.001	<0.001	<0.001
Hierarchy Culture			
Spearman's Rho	0.639	0.575	0.617
p	<0.001	<0.001	<0.001

p: Significance value for Spearman's Rho Correlation Coefficients, $p<0.05$ was considered statistically significant

Relationships between the organizational culture scale and its sub-dimensions, the organizational ambidexterity scale and its sub-dimensions are researched with Spearman's rho correlation coefficient and the findings obtained are given in the **Table 19**. According to these results, there is a significant and positive relationship between organizational culture perceptions and organizational ambidexterity perceptions of the participants in the study ($r = 0.712$, $p < 0.05$).

3.3.4. Hypothesis Testing of Turkish Study

In this research, hypotheses 1 through 9 generally are examined to explore the relationship between organizational culture and organizational ambidexterity. Additionally, the study aims to explore the relationship of sub-dimensions between these two variables. Summarized data from Spearman's rho correlation coefficient indicated in **Table 19** suggest that the organizational culture in a positive and significant way is related to organizational ambidexterity, however, Spearman's rho correlation coefficient also propose that the relationships of organizational culture scale and its sub-dimensions with the organizational ambidexterity scale and its sub-dimensions are significant.

Hypothesis 1 in this research is related to the effect of organizational culture on organizational ambidexterity. In accordance with assessments of regression analysis which are indicated in **Table 19**, it is achieved that organizational culture in a significant way effects the organizational ambidexterity. Thus, as advocated in the -1- numbered hypothesis of this study, *organizational culture has a positive relationship with organizational ambidexterity*, it can be said that the first (1) hypothesis in this study is confirmed and allows for testing of other hypotheses.

Hypothesis 2 examines the relationship of clan culture with the exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is suggested that the clan culture as sub-dimension of organizational culture has a positive relationship with the exploration strategy (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 3 in this research is related to the relationship of adhocracy culture on exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is achieved that adhocracy culture has a positive relationship with the exploration ambidexterity. Thus, as advocated in the -3- numbered hypothesis of this study, *the adhocracy culture has a positive relationship with the exploration strategy, which is the*

sub-dimension of the organizational ambidexterity, it can be said that the third (3) hypothesis in this study is fully supported.

Hypothesis 4 explores the relationship of market culture on exploratory ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is suggested that market culture as third sub-dimension of organizational culture in positively way links the exploratory ambidexterity (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 5 in this research is related to the relationship of hierarchical culture on exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is achieved that hierarchical culture in a positively way affects the exploration ambidexterity. Thus, as advocated in the -5- numbered hypothesis of this study, *the hierarchical culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity*, it can be said that the fifth (5) hypothesis in this study is fully supported.

Hypothesis 6 explores the relationship of clan culture with the exploitation ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is suggested that clan culture as sub-dimension of organizational culture positively links the exploitation ambidexterity (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 7 in this research is related to the relationship of adhocracy culture on exploitation strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is achieved that adhocracy culture has a positive relationship with the exploitation ambidexterity. Thus, as advocated in the -7- numbered hypothesis of this study, *the adhocracy culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity*, it can be said that the third (3) hypothesis in this study is fully supported.

Hypothesis 8 explores the relationship of market culture on exploitation ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is suggested that market culture as third sub-dimension of organizational culture in positively way links the exploitation ambidexterity ($p < 0.001$). Thus, this hypothesis is fully supported.

Hypothesis 9 in this research is related to the relationship of hierarchical culture on exploitation strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 19**, it is achieved that hierarchical culture in a positively way affects the exploitation ambidexterity. Thus, as advocated in the -9- numbered hypothesis of this study, *the hierarchical culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity*, it can be said that the fifth (5) hypothesis in this study is fully supported.

3.3.5. Turkey Scale Regression Analysis Results

Table 20: Turkey Scale Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F (p)*	R^2 *(ΔR^2)*	*R*
Organizational Ambidexterity	Constant Coefficient	1.215	0.232		5.241	<0.001	162.815 (<0.001)	0.508 (0.504)	0.712
	Organizational Culture	0.721	0.056	0.712	12.760	<0.001			
Organizational Ambidexterity	Constant Coefficient	1.181	0.239		4.942	<0.001			
	Clan	0.198	0.076	0.245	2.603	0.010	40.539 (<0.001)	0.511 (0.499)	0.715
	Adhocracy	0.077	0.077	0.094	1.011	0.314			
	Market	0.273	0.086	0.288	3.173	0.002			
	Hierarchy	0.179	0.096	0.185	1.873	0.063			

Table 20 shows the results of simple linear regression analysis and multiple regression analysis to determine how organizational culture and its sub-dimensions predict organizational ambidexterity. According to the findings, it is seen that

organizational culture perception of the participants in the survey is a significant predictor of organizational ambidexterity (F = 162.815, p <0.05). The organizational culture score explains 50% of the change in the organizational ambidexterity score. However, the test for the significance of the regression also shows that organizational culture score has a significant effect on organizational ambidexterity (t = 12.760, p <0.05).

When the results of multiple regression are analysed, it was seen that the model established is significant (F = 40.539, p <0.05). 49.9% of the change in the organizational ambidexterity score is explained by independent variables. When the significance values of the regression coefficients are analysed, it is determined that Clan culture (Beta = 0.245, t = 2.603, p <0.05) and Market culture (Beta = 0.288, t = 3.173, p <0.05) have significant effects on organizational ambidexterity. In addition, it is found out that effects of Adhocracy culture (Beta = 0.094, t = 1.011, p = 0.314> 0.05) and Hierarchy culture (Beta = 0.185, t = 1.873, p = 0.063> 0.05) on organizational ambidexterity are not significant.

Table 21: Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F* (p)	R^2 (ΔR^2)	*R*
Exploratory Ambidexterity	Constant Coefficient	1.160	0.263		4.402	<0.001	130.932 (<0.001)	0.453 (0.450)	0.673
	Organizational Culture	0.735	0.064	0.673	11.443	<0.001			
Exploratory Ambidexterity	Constant Coefficient	1.160	0.271		4.284	<0.001			
	Clan	0.215	0.086	0.247	2.495	0.014	33.189 (<0.001)	0.461 (0.447)	0.679
	Adhocracy	0.121	0.087	0.136	1.393	0.166			
	Market	0.338	0.098	0.329	3.460	<0.001			
	Hierarchy	0.062	0.108	0.059	0.570	0.569			

Table 21 shows the results of simple linear regression analysis and multiple regression analysis to determine how perceptions of organizational culture and its sub-

dimensions of the participants in the study predict exploratory ambidexterity, which is a sub-dimension of organizational ambidexterity. According to the findings, it is seen that organizational culture perception of the participants in the survey is a significant predictor of exploratory ambidexterity (F = 130.392, p <0.05). The organizational culture score explains 45% of the change in the exploratory ambidexterity score. However, the test for significance of regression coefficient also shows that the organizational culture score has a significant effect on exploratory ambidexterity (p <0.05).

When the results of multiple regression are analysed, it is seen that the model established is significant (F = 33.189, p <0.05). 46% of the change in the exploratory ambidexterity score is explained by the independent variables. When the significance values of the regression coefficients are analysed, it is determined that effects of Clan culture (Beta = 0.247, t = 2.495, p = 0.014 <0.05) and Market culture (Beta = 0.329, t = 3.460, p = 0.001 <0.05) on exploratory ambidexterity are significant. In addition, it is found out that effects of Adhocracy culture (Beta = 0.136, t = 1.393, p = 0.166> 0.05) and Hierarchy culture (Beta = 0.059, t = 0.570, p = 0.569> 0.05) on exploratory ambidexterity are not significant.

Table 22: Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F* *(p)*	R^2 *(ΔR^2)*	*R*
Exploitation Ambidexterity	Constant Coeffcient	1.260	0.263		4.789	<0.001	122.172 (<0.001)	0.436 (0.432)	0.660
	Organizational Culture	0.709	0.064	0.660	11.053	<0.001			
Exploitation Ambidexterity	Constant Coeffcient	1.199	0.271		4.426	<0.001			
	Clan	0.184	0.086	0.215	2.133	0.035	30.762 (<0.001)	0.443 (0.428)	0.665
	Adhocracy	0.041	0.087	0.047	0.475	0.635			
	Market	0.220	0.098	0.218	2.251	0.026			
	Hierarchy	0.277	0.108	0.269	2.554	0.012			

Table 22 shows the results of simple linear regression analysis and multiple regression analysis to determine how perceptions of organizational culture and its sub-dimensions of the participants in the study predict the exploitation ambidexterity, which is a sub-dimension of organizational ambidexterity. According to the findings, it is seen that organizational culture perception of the participants in the survey is a significant predictor of exploitation ambidexterity (F = 122.172, p <0.05). The organizational culture score explains 43% of the change in the exploratory ambidexterity score. However, the test for significance of the regression coefficient also shows that the organizational culture score has a significant effect on exploitation ambidexterity (t = 11.053, p <0.05).

When the results of multiple regression are analyzed, it is seen that the model established is significant (F = 30.762, p <0.05). 44% of the change in the exploitation ambidexterity score is explained by the independent variables. When the significance values of the regression coefficients are analysed, it is found that effects of Clan culture (Beta = 0.215, t = 2.133, p = 0.035 <0.05), Market culture (Beta=0.218, t=2.251, p=0.026<0.05) and Hierarchy culture (Beta=0.269, t=2.554, p=0.0.012<0.05) on exploitation ambidexterity are significant. Furthermore, it is found out that effect of Adhocracy culture (Beta = 0.047, t = 0.475, p = 0.635> 0.05) on exploitation ambidexterity is not significant.

Nevertheless, the assessments of regression analysis which are indicated in **Table 20**, shows that organizational culture and its perceptions in positive and significant way effects the organizational ambidexterity in Turkish Company. Additionally, findings from the research that are presented in **Table 21** and **22** discovers that organizational culture may be also a crucial element for two dimensions of organizational ambidexterity such as exploration and exploitation and plays an important role in the organizational level because it is considered as a scheme of culture which unites the power of the members to work productively towards achieving common organizational purposes. On the other hand, the Turkish Company evaluated ambidexterity as an appropriate instrument in the organizational construct because it offers more growth

opportunities while the organization maintains the stability. In this context, the role of organizational culture and the role of ambidexterity in Turkish food company may be different in each cycle of development but continuously adapt and co-evaluate each other under the direction of strategic orientation. Briefly, it is suggested that at the organizational level, cultural values, norms, beliefs, traditions are considered as powerful tools to stimulate the process of ambidexterity with its two sub-dimensions. So, it can be proposed that when one organization develop more organizational culture, the level of ambidexterity in the organization will increase.

However, the outcomes of the study presented in **Table 20**, **21**, **22** also shows that not all the dimensions of culture at the Turkish company has the same impact in the organizational ambidexterity and its two sub-dimension, for example, the clan culture and market culture significantly affect the organizational ambidexterity and exploration and exploitation strategies whereas the adhocracy culture does not affect organizational ambidexterity and its strategies on the significant way. Additionally, hierarchical culture does not affect in a significant way the organizational ambidexterity and exploration strategy but the exploitation does.

Moreover, clan culture as strategy orientation tool in Turkish company is purposely utilized by managers in order to make stimulation of ambidexterity, exploration and exploitation activities in organizational structure. Moreover, the Turkish company indicates characteristics of market culture which presents that this company its focus put on achieving organizational goals and achieving profitability through market rivalry. Thus, it can be suggested that the Turkish company wants to increase the company's rivalry by creating a relationship with external factors. So, this company evaluated market culture as an appropriate type to incite ambidexterity and its two strategies. Conversely, about the effects of adhocracy on organizational ambidexterity, the study gets contrary results with that proposed. Additionally, outcomes show that in Turkish company adhocracy culture does not indicate a noteworthy relationship with organizational ambidexterity and its sub-dimensions. In this context, it can be proposed that even adhocracy culture has greater independence and flexibility which is needed in

a rapidly changing business climate may late reflect its perceptions to organizational ambidexterity, exploration and exploitation activities. Furthermore, the results of the survey prove that hierarchical culture play a different role in organizational ambidexterity and its sub-dimensions, for instance, in Turkish company hierarchical culture is less likely and is not seen as a convenient tool for promoting ambidexterity and exploration activities. So, given that the nature of hierarchical culture is strict and constant, the results propose that hierarchical culture does not affect in a significant way the organizational ambidexterity and exploration strategy. Conversely, the outcomes present that hierarchical culture effect in a significant way the exploitation strategy of ambidexterity in Turkish company. In this context, it can be suggested that hierarchical culture more prefer to develop its features and perceptions in organizations which adapt existing technologies and meet the need of existing customers.

3.3.6. Demographic Characteristics of the Participants in the Macedonia

In this section, the results of the demographic profiles of the participants at the Macedonian company are introduced. Thus, the demographic outcomes from the Macedonian survey are indicated in the following tables. The survey provides participants information about gender, marital status, education level etc.

Table 23: Gender of participants in Macedonian Research

Gender	Frequency	Percent
Male	130	65,0
Female	70	35,0
Total	200	100,0

The results from the demographic analysis indicate that majority of the participants in the survey are male with 130 respondents (65%) whereas 70 respondents (35%) of the respondent are female. Thus, this results present that the survey involves both genders.

The research additionally discovers the marital status of the participants in the survey and following table presents the gained outcomes.

Table 24: Marital Status of Participants in Macedonian Research

Marital Status	Frequency	Percent
Married	114	57,0
Single	86	43,0
Total	200	100,0

The data from the previous table shows that the majority of the participants are married. Thus, 57% of participants are married and 43% have expressed themselves single.

The questionnaire of the study also discover the data about the age of participants and the table below presents the outcomes of the survey.

Table 25: Participants by Age in Macedonian Research

Age	Frequency	Percent
18-24	21	10,5
25-35	95	47,5
36-50	77	38,5
50-65	7	3,5
Total	200	100,0

The results from the research notify that in a study in Macedonian there are no respondents of age 18 and over age 65. The greater part of survey participants are employees of 25-35 age with 47,5 % and employees of 36-50 with 77 respondents (38,5%). In research, fewer participants are of age 18-24 with 10,5% (21 respondents) and of age 50-65 with 3,5% (7 participants).

The research additionally discovers the education level of participant involved in the survey. Table 26 present the obtained data of education level.

Table 26: articipants by Education Level in the Macedonian Research

Education Level	Frequency	Percent
High School	64	32,0
Bachelor Degree	112	56,0
Master Degree	18	9,0
PhD	6	3,0
Total	200	100,0

The findings from the investigations confirm that 6 participants are involved in survey with PhD education level. Majority of participants indicate that they have finished Bachelor Degree with 56% (112 participants). Then, 18 respondents have finished Master Degree (9%). Results also indicate that in total High School have finished 64 participants with 32%.

The investigation additionally requires from the participant to show the number of years worked in the current organization. The findings are presented in the following table.

Table 27: Participants by Work Experience in Macedonian Research

Work Experience	Frequency	Percent
Less than 1 year	27	**13,5**
1-3	53	**26,5**
4-6	61	**30,5**
7-9	36	**18,0**
More than 10 years	23	**11,5**
Total	200	**100,0**

The discoveries from the table 27 presents that in survey are involved 27 participants that work less than 1 year in company while 23 respondents indicate that they operate more than 10 years in the organization. In the organization for 1 -3 years work about 53 employees and 30,5% of members indicate that they work for 4-6 years.

Thus, 36 respondents (18%) show that they operate in the organization structure for 7-9 years.

In addition, this research notifies about the position of respondents in the organization and the table below indicates the gained results.

Table 28: Participants Work Position in Macedonian Research

Position of Work	Frequency	Percent
Manager of Department	11	5,5
Chef / Supervisor	38	19,0
Employee	151	75,5
Total	200	100,0

The Table 28 presents that in the survey the majority of participants work as employees in the organization, this is followed with 151 participants (75,5%). The achieved findings indicate that in survey are involved about 38 respondents who work as chef/supervisor and about 5,5 % are managers of department in the company.

The following table present the total number of employees in organization in Macedonian research. Data obtained show that all employees confirm that the company in total include about 250-499 employees.

Table 29: otal Number of Employees in Organizations in Macedonian Research

Number of Employees	Frequency	Percent
250-499	200	100,0

This investigations also gained data about the total work experience of respondents in their work life. The gained results are indicated in the below table.

Table 30: Total Work Experience of Participants in Macedonian Research

Total Work Experience	Frequency	Percent
Less than 1 year	12	6,0
1-3	29	14,5
4-6	60	30,0
7-9	45	22,5
More than 10 years	54	27,0
Total	200	100,0

The gathered outcomes present that about 54 respondents with 27% have more than 10 years work experience in the work life while 6% participants have less than 1 year total work experience. Moreover, 14,5% for 1-3 years, 30% for 4-6 and 22,5% for 7-9 years.

3.3.7. Reliability Analysis Results in Macedonian Scale

Table 31. Reliability Analysis Results of the Organizational Ambidexterity Scale

Factor Item	Mean	SD	Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	Exclusion
Exploratory	4.06	0.71				0.787	
Q1	4.10	0.99	0.516	0.347	0.778		
Q2	4.16	0.87	0.530	0.318	0.776		
Q3	3.98	0.97	0.611	0.386	0.756		
Q4	4.03	1.00	0.630	0.447	0.751		
Q5(-)	3.94	1.01	0.482	0.262	0.787		Excluded
Q6	4.03	0.99	0.571	0.401	0.766		
Exploitation	3.99	0.72				0.800	
Q7	4.01	0.95	0.534	0.312	0.785		
Q8	4.00	1.00	0.517	0.290	0.790		
Q9(-)	3.92	0.97	0.468	0.261	0.800		Excluded
Q10	3.89	0.94	0.620	0.416	0.767		
Q11	4.01	0.98	0.683	0.508	0.751		
Q12	4.04	0.94	0.587	0.440	0.774		
Organizational Ambidexterity	4.02	0.65				0.870	

The reliability analysis results of the Organizational Ambidexterity scale and its sub-dimensions, consisting of 12 items and 2 factors in total, are given in the **Table 31**.

According to the findings, when 6 items constituting the exploratory sub-dimension, which is one of the organizational ambidexterity scale sub-dimensions is considered, are analyzed, the item no 5 is excluded from the analysis because its item total correlation and squared multiple correlation values are low. The general average for the exploratory sub-dimension is calculated as 4.06 and the sub dimension reliability as 0.787. In addition, the mean and the standard deviation values for all the items in the sub-dimension are given in the table. Likewise, when 6 items in the exploitation sub-dimension of the organizational competence scale are analysed, the item no 9 is excluded from the analysis because its total correlation and squared multiple correlation values are low. The general average for the exploitation sub-dimension is calculated as 3.99 and its reliability coefficient as 0.800. The general average for the organizational ambidexterity scale is calculated as 4.02 and its reliability as 0.870. In analyses related to organizational ambidexterity, items no 5 and no 9 are excluded from the scale and the analyses continued in this way.

Table 32. Reliability Analysis Results of the Organizational Culture Scale

Factor Item	Mean	SD	Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	Exclusion
Clan	3.88	0.72				0.810	
Q1	3.95	0.95	0.545	0.338	0.785		
Q2	3.78	1.01	0.578	0.358	0.778		
Q3	3.97	1.00	0.591	0.362	0.775		
Q4	3.94	1.00	0.608	0.413	0.771		
Q5	3.90	1.02	0.516	0.305	0.792		
Q6	3.76	1.06	0.579	0.345	0.778		
Adhocracy	3.85	0.75				0.764	
Q7	3.75	1.11	0.511	0.292	0.756		
Q8	3.90	1.07	0.502	0.282	0.758		
Q9	3.93	1.00	0.557	0.316	0.745		
Q10(-)	3.94	1.01	0.473	0.288	0.764		Excluded
Q11	3.78	1.04	0.595	0.367	0.735		
Q12	3.90	1.04	0.555	0.314	0.745		
Market	3.96	0.72				0.778	
Q13(-)	3.98	0.94	0.407	0.199	0.778		Excluded
Q14	3.90	0.99	0.542	0.335	0.747		
Q15	3.97	1.07	0.625	0.423	0.724		
Q16	4.04	0.94	0.467	0.230	0.764		
Q17	3.90	0.99	0.607	0.375	0.730		
Q18	3.98	0.95	0.535	0.305	0.749		

Hierarchy	3.97	0.76				0.744	
Q19(-)	3.90	1.07	0.465	0.251	0.769		Excluded
Q20	3.98	1.06	0.599	0.385	0.734		
Q21	3.92	0.96	0.584	0.394	0.739		
Q22(-)	3.96	0.99	0.479	0.278	0.764		Excluded
Q23	3.96	1.03	0.545	0.306	0.748		
Q24	4.04	0.98	0.528	0.312	0.752		
Organizational Culture	3.92	0.65				0.929	

The reliability analysis results of the Organizational Culture scale and its sub-dimensions consisting of 24 items and 4 factors in total are given in **Table 32**. According to the findings, when 6 items constituting the clan sub-dimension, which is one of the organizational culture scale sub-dimensions, are analyzed, the overall average of the clan sub-dimension is calculated as 3.88 and the sub-dimension reliability as 0.810. In addition, the mean and standard deviation values for all the items in the sub-dimension are given in the table. Likewise, when 6 items in the adhocracy sub-dimension, which is one of the sub-dimensions of the organizational culture scale, are analyzed, the item no 10 is excluded from the analysis because its total correlation and squared multiple correlation values are low. The general average for the adhocracy sub-dimension is calculated as 3.85 and its reliability coefficient as 0.764. When the 6 items in the market sub-dimension are analyzed, the item no 13 is excluded from the analysis because its total correlation and squared multiple correlation values are low. After this item is excluded from the analysis, the sub-dimension average is calculated as 3.96 and its reliability value as 0.778. When the hierarchy sub-dimension is analyzed, the questions no 19 and no 22 are excluded from the analysis because their total correlation and squared multiple correlation values are low. After these items are excluded, the sub-dimension average is calculated as 3.97 and its reliability coefficient as 0.744. The general average for the organizational culture scale is calculated as 3.92 and its reliability as 0.929. In the analyzes related to the organizational ambidexterity, the items no 10, 13, 19 and 22 are excluded from the scale and the analyzes continued in this way.

3.3.8. Validity Analysis Results of Organizational Culture Features of Employees in Macedonian Company

In this study in order to measure the organizational culture characteristics of employees in the food industry, the scale developed by Kim. S Cameron and Freeman (1991); Kim S Cameron and Quinn (2006) is used. The validity and reliability of this scale have also been tested in different international literature ((Nazarian et al., 2017); (Aktaş et al., 2011)). Organizational culture is divided into 4 (four) types of culture such as clan, adhocracy, market and hierarchy culture. Thus, each type of culture contains 6 (six) question which organizational culture, in general, consist 24 questions.

In order to determine the characteristics of the *Organizational Culture*, participants of the Macedonian Company are asked about their perceptions of organizational culture. Additionally, in the questionnaire, alternative answers ranging from 1 (strongly disagree) to 5 (strongly agree) are located on a five-point Likert-type response scale and respondents have answered questions ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 33. Organizational Culture Level of Macedonian Company

Question No	Organizational Culture	Mean	SD
	Clan Culture Total	**3.88**	0.72
Q 1	The company is a personal place, it is like an extended family, and people seem to share a lot of themselves.	3.95	0.95
Q 2	The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	3.78	1.01
Q 3	The management style in the company is characterized by teamwork, consensus and participation.	3.97	1.00
Q 4	The 'glue' that holds the company together is loyalty and mutual trust. Commitment to the company runs high.	3.94	1.00
Q 5	The company emphasizes human development. High trust, openness and participation persist.	3.90	1.02
Q 6	The company defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	3.76	1.06

	Adhocracy Culture Total	**3.85**	0.75
Q 7	The company is a dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	3.75	1.11
Q 8	The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk-taking.	3.90	1.07
Q 9	The management style in the company is characterized by individual risk-taking, innovation, freedom and uniqueness.	3.93	1.00
Q 10	The 'glue' that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	3.94	1.01
Q 11	The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	3.78	1.04
Q 12	The company defines success on the basis of having unique, or the newest, products. It is a product leader and innovator.	3.90	1.04
	Market Culture Total	**3.96**	0.72
Q 13	The company is results orientated. A major concern is with getting the job done. People are very competitive and achievement orientated.	3.98	0.94
Q 14	The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-orientated focus.	3.90	0.99
Q 15	The management style in the company is characterized by hard-driving competitiveness, high demands and achievement.	3.97	1.07
Q 16	The 'glue' that holds the company together is the emphasis on achievement and goal accomplishment.	4.04	0.94
Q 17	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	3.90	0.99
Q 18	The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key.	3.98	0.95
	Hierarchy Culture Total	**3.97**	0.76
Q 19	The company is a controlled and structured place. Formal procedures generally govern what people do.	3.90	1.07
Q 20	The leadership in the company is generally considered to exemplify co-coordinating, organizing, and smooth-running efficiency.	3.98	1.06
Q 21	The management style in the company is characterized by security of employment, conformity, predictability and stability in relationships.	3.92	0.96
Q 22	The 'glue' that holds the company together is formal rules and policies. Maintaining a smooth-running company is important.	3.96	0.99
Q 23	The company emphasizes permanence and stability. Efficiency, control and smooth operations are important.	3.96	1.03
Q 24	The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	4.04	0.98
	Organizational Culture Total	**3.92**	0.65

The above **Table 33** indicate that when the scale is examined, it can be seen that the average of the sub-dimensions of organizational culture is close to each other. At this point, it can be said that the difference between sub-dimensions of the organizational

culture of employees in the Macedonian Company is not very distinctive. However, when the detailed evaluation is made, it is seen that the highest score are taken by Hierarchy Culture with an average of 3.97 and by Market Culture with an average of 3.96. This can be interpreted as the fact that the Macedonian Company predominantly share features of the Hierarchy Culture. Averages of the other dimensions as are shown in **Table 33**, respectively indicate that in Macedonian Company Clan Culture is expressed with an average of 3.88 and Adhocracy Culture with and an average of 3.85.

Additionally, employees of the Macedonian Company seem to exhibit more positive perceptions about the hierarchy culture. The Hierarchical Culture in the organizational structure is positioned in the lower quadrant and is commanded by interior process elements. Further, through the organizational formal tools such as data administration, exact correspondence, and decision-making based on data, the organization may achieve stability and control (Linnenluecke and Griffiths, 2010: 359). This culture sort has a tendency to be the execution of controls and additionally is alluded to inside efficiency, consistency, coordination, and assessment of an organization. Motivational components of hierarchical culture incorporate guidelines, security, warrant, and controls. Leaders by giving careful consideration to technical issues have a tendency to be conventional and mindful (Denison and Spreitzer, 1991: 6). In nutshell, hierarchical culture prompts an organization that is thought to be very much organized by formal rules and policies (Belias and Koustelios, 2014: 135).

The explanations made so far are summarized in the following table where the estimates from the results obtained from the sub-dimensions of the scale and from the whole scale are presented.

Table 34. Participants' Organizational Culture Scale Assessment of Macedonian Company

Organizational Culture	Mean	SD
Clan Culture	3.88	0.72
Adhocracy Culture	3.85	0.75
Market Culture	3.96	0.72
Hierarchy Culture	3.97	0.76
Organizational Culture Total	**3.92**	0.65

As seen in **Table 34**, participants took the highest score from the Hierarchy Culture sub-dimension of Organizational Culture. Secondly, participants in the survey show features of Market Culture while the Clan Culture is positioned in the third place. The results indicate that in Macedonian Company the lowest average is earned by Adhocracy Culture with an average of 3.85. In this case, it can be said that the participants showed mainly the Hierarchy Culture characteristics. In this study, it is accepted that the participants' estimates are examined one by one in order to determine in which type of organizational culture participants were more familiar, and it is accepted that the highest score which is taken from the organizational culture dimension, the Macedonian Company would be closer to that culture dimension.

From the data presented in the table above it can be assumed that the Macedonian Company employees manifest characteristics of all types of organizational culture but predominantly features of the hierarchy culture dominate. Additionally, this organization is structured and is focused on control. The leadership style tends to be a coordinator and monitor. Hence, the obtained data indicate that Macedonian Company value efficiency, consistency, and processes that are proven to be effective. In sum, this company with the virtues of hierarchical culture for managing employees offers security, conformity, predictability.

3.3.8.1. Validity Analysis Results of Organizational Ambidexterity Features of Employees in Macedonian Company

In this study in order to measure the organizational culture characteristics of employees in the food company, the scale developed by Lubatkin et al. (2006). Questions from an inventory consisting of 12 items are asked to respondents. In this scale, exploration is represented with 6 (six) questions and exploitation is represented with 6 questions. In general, the organizational ambidexterity questionnaire consists of 12 questions. The validity and reliability of this scale have also been tested in different national and international literature (Lubatkin et al., 2006).

In order to determine the characteristics of the *Organizational Ambidexterity* participants of the Macedonian Company, they are asked about their perceptions of organizational ambidexterity. Additionally, in the questionnaire, alternative answers ranging from 1 (strongly disagree) to 5 (strongly agree) are located on a five-point Likert-type response scale and respondents have answered questions ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 35. Organizational Ambidexterity Level of Macedonian Company

Question No	Organizational Ambidexterity	Mean	SD
	Exploratory Ambidexterity Total	**4.06**	0.71
Q 1	Firm, looks for novel technological ideas by thinking "outside the box".	4.10	0.99
Q 2	Firm, bases its success on its ability to explore new technologies.	4.16	0.87
Q 3	Firm, creates products or services that are innovative to the firm.	3.98	0.97
Q 4	Firm, looks for creative ways to satisfy its customers' needs.	4.03	1.00
Q 5	Firm, aggressively ventures into new market segments.	3.94	1.01
Q 6	Firm, actively targets new customer groups.	4.03	0.99
	Exploitation Ambidexterity Total	**3.99**	0.72
Q 7	Firm, commits to improve quality and lower cost.	4.01	0.95
Q 8	Firm, continuously improves the reliability of its products and services.	4.00	1.00
Q 9	Firm, increases the levels of automation in its operations.	3.92	0.97
Q 10	Firm, constantly surveys existing customers' satisfaction.	3.89	0.94
Q 11	Firm, fine-tunes what it offers to keep its current customers satisfied.	4.01	0.98
Q 12	Firm, penetrates more deeply into its existing customer base.	4.04	0.94
	Organizational Ambidexterity Total	**4.02**	0.65

As seen in **Table 35**, the participants of the Macedonian Company evaluated the organization with more point in the Exploratory Ambidexterity dimension. This can be interpreted as the fact that the Macedonian Company predominantly shares features of the Exploratory Ambidexterity type. However, the fact that both exploitation and exploration strategy as the dimension of the organizational ambidexterity are evaluated very closely, gained outcomes indicate that both exploratory and exploitation strategies are valid in the Macedonian Company. Thus, when achieved results are analyzed in detail it can be concluded that the importance of the exploration strategy in the Macedonian Company is better understood.

From the data presented in the table above it can be proposed that employees of the Macedonian Company mainly manifest attributes of the exploration ambidexterity. Exploration strategy signifies the creation of new solutions based on new possibilities that should be refined. As such, exploration suggests organizational behavior which is related to risk-taking, experimentation and innovation. Exploration activities involve sociopolitical interplay and are impacted by managers in the hierarchy of the organization because the managers might feel the necessity to adapt in different manners. ((K. Lee, Kim, et al., 2017: 118); (Dunlap et al., 2013: 4); (Lubatkin et al., 2006: 649); (L.-H. Lin and Ho, 2016: 767)). Considering that Macedonian Company primarily participates in the exploration activities, by presenting innovative products with a high environmental performance intends to penetrate in technological development. Thus, this company may increase their exploration competencies and skills which are favorable for the foundation of technological standards and troublesome for their competitors to imitate and when in the new market areas enlarge their customer base, this company maybe will be able to gain early advantages in the business environments. Briefly, in the light of this information, it can be supposed that in the Macedonian Company can be considered a high evaluation of the exploration strategy.

On the contrary, the obtained data shows that also exploitation strategies are valid in the Macedonian Company but are not as dominating as exploration ones. Moreover,

the gained results indicate that in this company both exploitation and exploration ambidexterity are evaluated very closely with each other. Exploitation strategy means improvement, refinement and leveraging of existing solutions that we have within reach (K. Lee, Kim, et al., 2017: 118). Exploitation returns are positive, methodically less uncertain, and can be quickly realized (March, 1991: 73). Fundamentally, exploitation is seen in a more bureaucratic structure that is related to technology, steady markets, mechanistic framework and tightly coupled systems (Carmeli and Halevi, 2009: 211). Since exploitation means the widening of existing capabilities and knowledge resources, these resources tend to enlarge the type of current products and services, improve project designs and increases the efficacy of current allocation channels.

The explanations made so far are summarized in the following table where the estimates from the results obtained from the sub-dimensions of the scale and from the whole scale are presented.

Table 36. Participants' Organizational Ambidexterity Scale Assessment of Macedonian Company

Organizational Ambidexterity	Mean	SD
Exploratory Ambidexterity	4.06	0.71
Exploitation Ambidexterity	3.99	0.72
Organizational Ambidexterity Total	**4.02**	0.65

As seen in **Table 36**, participants took the highest score from the Exploratory Strategy of Organizational Ambidexterity. Thus, participants in the survey show higher features of exploratory dimensions of organizational ambidexterity. The results indicate that in Macedonian Company the highest average is earned by Exploratory Strategy. In this case, it can be said that the participants showed mainly the Exploratory Strategy characteristics. In this study, it is accepted that the participants' estimates are examined one by one in order to determine in which type of ambidexterity participants are more familiar, and it is accepted that the highest score is taken from the organizational ambidexterity dimensions, the Macedonian Company would be closer to that ambidexterity dimension.

The main goal of the *exploration strategy* is to respond to and guide the unpredictable environmental conditions by creating innovative technologies and new markets. Therefore, it is necessary for the Macedonian Company to develop exploration strategies in order to enable top management and employees to cope with chaos or uncertainty and to survive by targeting the future goals. The food sector is competition and technology-intensive sector. Therefore, being one step ahead of competitors, catching up with new technological developments, finding new customers and markets, employees and top management of Macedonian company need to focus on exploration strategy.

The main purpose of *exploitation strategy* is to respond to such environmental conditions by adapting existing technologies and meeting the needs of existing customers. Given this, Macedonian Company improve their competencies and their current advantages by focusing on their existing capacities. In the Macedonian Company, it is necessary for top management to implement exploitation strategies because protection of existing customer portfolio, the use and updating of existing technologies, and the routine implementation of operational processes are considered important in terms of firm performance.

3.3.9. Correlation Analysis Results in Macedonian Scale

Table 37. Results of Correlation Analysis on Organizational Culture Scale and its Sub-dimensions and Organizational Ambidexterity Scale and its Sub-dimensions

	Organizational Ambidexterity	Exploratory	Exploitation
Organizational Culture			
Spearman's Rho	0.772	0.689	0.729
p	<0.001	<0.001	<0.001
Clan Culture			
Spearman's Rho	0.702	0.609	0.679
p	<0.001	<0.001	<0.001
Adhocracy Culture			
Spearman's Rho	0.691	0.617	0.652
p	<0.001	<0.001	<0.001
Market Culture			
Spearman's Rho	0.703	0.617	0.672
p	<0.001	<0.001	<0.001
Hierarchy Culture			
Spearman's Rho	0.630	0.598	0.559
p	<0.001	<0.001	<0.001

p: Significance value for Spearman's Rho Correlation Coefficients, p<0.05 was considered statistically significant

Relationships between organizational culture scale and its sub-dimensions and organizational ambidexterity scale and its sub-dimensions are researched with Spearman's rho correlation coefficient and the findings are given in the **Table 37**. According to these results, there is a significant and positive relationship between organizational culture perceptions and organizational competence perceptions of the participants in the study (r = 0.772, p <0.05).

3.3.10. Hypothesis Testing of Macedonian Study

In this research, hypotheses 1 through 9 generally are examined to explore the relationship between organizational culture and organizational ambidexterity. Additionally, the study aims to explore the relationship of sub-dimensions between these two variables. Summarized data from Spearman's rho correlation coefficient indicated in **Table 37** suggest that the organizational culture in a positive and significant way is related to organizational ambidexterity, however, Spearman's rho correlation coefficient also propose that the relationships of organizational culture scale and its sub-dimensions with the organizational ambidexterity scale and its sub-dimensions are significant.

Hypothesis 1 in this research is related to the effect of organizational culture on organizational ambidexterity. In accordance with assessments of regression analysis which are indicated in **Table 37**, it is achieved that organizational culture in a significant way effects the organizational ambidexterity. Thus, as advocated in the -1- numbered hypothesis of this study, *organizational culture has a positive relationship with organizational ambidexterity*, it can be said that the first (1) hypothesis in this study is confirmed and allows for testing of other hypotheses.

Hypothesis 2 examines the relationship of clan culture with the exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is suggested that the clan culture as sub-dimension of organizational culture has a positive relationship with the exploration strategy (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 3 in this research is related to the relationship of adhocracy culture on exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is achieved that adhocracy culture has a positive relationship with the exploration ambidexterity. Thus, as advocated in the -3- numbered hypothesis of this study, *the adhocracy culture has a positive relationship with the exploration strategy, which is the*

sub-dimension of the organizational ambidexterity, it can be said that the third (3) hypothesis in this study is fully supported.

Hypothesis 4 explores the relationship of market culture on exploratory ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is suggested that market culture as third sub-dimension of organizational culture in positively way links the exploratory ambidexterity (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 5 in this research is related to the relationship of hierarchical culture on exploration strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is achieved that hierarchical culture in a positively way affects the exploration ambidexterity. Thus, as advocated in the -5- numbered hypothesis of this study, *the hierarchical culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity*, it can be said that the fifth (5) hypothesis in this study is fully supported.

Hypothesis 6 explores the relationship of clan culture with the exploitation ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is suggested that clan culture as sub-dimension of organizational culture positively links the exploitation ambidexterity (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 7 in this research is related to the relationship of adhocracy culture on exploitation strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is achieved that adhocracy culture has a positive relationship with the exploitation ambidexterity. Thus, as advocated in the -7- numbered hypothesis of this study, *the adhocracy culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity*, it can be said that the third (3) hypothesis in this study is fully supported.

Hypothesis 8 explores the relationship of market culture on exploitation ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 3**7, it is suggested that market culture as third sub-dimension of organizational culture in positively way links the exploitation ambidexterity (p <0.001). Thus, this hypothesis is fully supported.

Hypothesis 9 in this research is related to the relationship of hierarchical culture on exploitation strategy, which is the sub-dimension of the organizational ambidexterity. In accordance with assessments of correlation analysis which are indicated in **Table 37**, it is achieved that hierarchical culture in a positively way affects the exploitation ambidexterity. Thus, as advocated in the -9- numbered hypothesis of this study, *the hierarchical culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity*, it can be said that the fifth (5) hypothesis in this study is fully supported.

3.3.11. Macedonia Scale Regression Analysis Results

Table 38. Macedonian Scale Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F* *(p)*	R^2 *(ΔR^2)*	*R*
Organizational Ambidexterity	Constant Coefficient	0.995	0.179		5.549	<0.001	292.981 (<0.001)	0.597 (0.595)	0.772
	organizational culture	0.774	0.045	0.772	17.117	<0.001			
Organizational Ambidexterity	Constant Coefficient	0.996	0.181		5.514	<0.001			
	Clan	0.228	0.072	0.251	3.169	0.002	73.183 (<0.001)	0.600 (0.592)	0.775
	Adhocracy	0.203	0.066	0.234	3.085	0.002			
	Market	0.260	0.070	0.287	3.744	<0.001			
	Hierarchy	0.083	0.062	0.097	1.353	0.177			

Table 38 shows the results of simple linear regression analysis and multiple regression analysis to determine how perceptions of organizational culture and its sub-

dimensions predict organizational ambidexterity. According to the findings, it is seen that the organizational culture perception of the participants in the survey is a significant predictor of organizational ambidexterity (F = 292.981, p <0.05). The organizational culture score describes 59 % of the change in the organizational ambidexterity score. However, according to the test for the significance of the regression coefficient also shows that the organizational culture score has a significant effect on organizational ambidexterity (t = 17.117, p <0.05).

When the results of multiple regression are analyzed, it is seen that the model established is significant (F = 73.183, p <0.05). 59 % of the change in the organizational ambidexterity score is explained by independent variables. When the significance values of the regression coefficients are analyzed, it is determined that effects of Clan culture (Beta = 0.251, t = 3.169, p = 0.002 <0.05), Adhocracy culture (Beta = 0.234, t = 3.085, p = 0.002 < = 3.744, p <0.05) and Market culture (Beta=0.287, t=3.744, p<0.05) on organizational ambidexterity are significant. Hierarchy culture (Beta = 0.097, t = 1.353, p = 0.177> 0.05) is found out that to have no effect on organizational ambidexterity.

Table 39. Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F* (p)	R^2 (ΔR^2)	*R*
Exploratory Ambidexterity	Constant Coefficient	1.129	0.222		5.085	<0.001	179.085 (<0.001)	0.475 (0.472)	0.689
	Organizational Culture	0.749	0.056	0.689	13.382	<0.001			
Exploratory Ambidexterity	Constant Coefficient	1.125	0.224		5.020	<0.001	44.503 (<0.001)	0.477 (0.467)	0.691
	Clan	0.145	0.089	0.147	1.628	0.105			
	Adhocracy	0.222	0.081	0.236	2.725	0.007			
	Market	0.195	0.086	0.198	2.260	0.025			
	Hierarchy	0.187	0.077	0.200	2.448	0.015			

Table 39 shows the results of simple linear regression analysis and multiple regression analysis to determine how perceptions of organizational culture and its sub-

dimensions of the participants in the study predict exploratory ambidexterity, which is a sub-dimension of organizational ambidexterity. According to the findings, it is seen that perception of organizational culture of the participants in the survey is a significant predictor of exploratory ambidexterity (F = 179.085, p <0.05). The organizational culture score explains 47 % of the change in the exploratory ambidexterity score. However, the organizational culture score also has a significant effect on exploratory ambidexterity (t = 13.382, p <0.05), according to the test for the significance of regression coefficient.

When the results of multiple regression are analyzed, it is seen that the model established is significant (F = 44.503, p <0.05). 47% of the change in the exploratory ambidexterity score is explained by the independent variables. When the significance values of the regression coefficients are analyzed, it is determined that effect of Clan culture (Beta=0.147, t=1.628, p=0.105>0.05) on exploratory ambidexterity is not significant and effects of Adhocracy culture (Beta = 0.236, t = 2.725, p = 0.007 <0.05) and Market culture (Beta = 0.198, t = 2.260, p = 0.025 <0.05) on exploratory ambidexterity are significant. Hierarchy culture (Beta = 0.200, t = 2.448, p = 0.015> 0.05) is found out to have a significant effect on exploratory ambidexterity.

Table 40. Regression Analysis Results

Dependent Variable	Independent Variable	*Est.*	*SE*	*Std. Est.*	*t*	*p*	*F* *(p)*	R^2 *(ΔR²)*	*R*
Exploitation ambidexterity	Constant Coefficient	0.862	0.212		4.070	<0.001	224.112 (<0.001)	0.531 (0.529)	0.729
	Organizational Culture	0.799	0.053	0.729	14.970	<0.001			
Exploitation ambidexterity	Constant Coefficient	0.868	0.211		4.120	<0.001			
	Clan	0.311	0.084	0.313	3.705	<0.001	58.746 (<0.001)	0.546 (0.537)	0.739
	Adhocracy	0.183	0.077	0.193	2.394	0.018			
	Market	0.326	0.081	0.328	4.019	<0.001			
	Hierarchy	-0.020	0.072	-0.022	0.282	0.778			

Table 40 shows the results of simple linear regression analysis and multiple regression analysis to determine how perceptions of organizational culture and its sub-dimensions of the participants in the study predict exploitation ambidexterity, which is the sub-dimension of organizational ambidexterity. According to the findings, it is seen that perception of organizational culture of the participants in the survey is a significant predictor of exploitation ambidexterity (F = 224.112, p <0.05). The organizational culture score explains 53% of the change in the exploitation ambidexterity score. However, the test for the significance of regression coefficient also shows that the organizational culture score has a significant effect on exploitation ambidexterity (t = 14.97, p <0.05).

When the results of multiple regression are analyzed, it was seen that the model established is significant (F = 58.746, p <0.05). 54% of the change in exploitation ambidexterity score is explained by independent variables. When the significance values of the regression coefficients were analyzed, it was determined that Clan culture (Beta = 0.313, t = 3.705, p = 0.0.001 <0.05), Adhocracy culture (Beta=0.193, t=2.394, p=0.018<0.05), Market culture (Beta=0.328, t=4.019, p=0.001<0.05) have significant effects on exploitation ambidexterity. Hierarchy culture (Beta = -0.022, t = 0.282, p = 0.778> 0.05) is found out to have no significant effect on exploitation ambidexterity.

However, the assessments of regression analysis which are indicated in **Table 38**, shows that organizational culture and its perceptions in positive and significant way effects the organizational ambidexterity in Macedonian Company. Additionally, findings from the research that are presented in **Table 39** and **40** discovers that organizational culture may be also a crucial element for two dimensions of organizational ambidexterity such as exploration and exploitation and plays an important role in the organizational level because it is considered as a scheme of culture which unites the power of the members to work productively towards achieving common organizational purposes. On the other hand, the Macedonian Company evaluated ambidexterity as an appropriate instrument in the organizational construct because it offers more growth opportunities while the organization maintains the stability. In this context, the role of

organizational culture and the role of ambidexterity in Macedonian food company may be different in each cycle of development but continuously adapt and co-evaluate each other under the direction of strategic orientation. Briefly, it is suggested that at the organizational level, cultural values, norms, beliefs, traditions are considered as powerful tools to stimulate the process of ambidexterity wits two sub-dimensions. So, it can be proposed that when one organization develop more organizational culture, the level of ambidexterity in the organization will increase.

Nevertheless, the outcomes of the study presented in **Table 38**, **39**, **40** also shows that not all the dimensions of culture at the Macedonian company has the same impact in the organizational ambidexterity and its two sub-dimension, for example, the market culture and adhocracy culture significantly affect the organizational ambidexterity and exploration and exploitation strategies whereas the clan culture strategy in a noteworthy way affects organizational ambidexterity and exploitation but does not indicates significant relationship with the exploration ones. Additionally, hierarchical culture does not affect in a significant way the organizational ambidexterity and exploitation strategy but the exploration does.

In addition, about the effects of adhocracy on organizational ambidexterity, the study gained the results that were proposed. In this context, outcomes show that in Macedonian company adhocracy culture indicate a noteworthy relationship with organizational ambidexterity and its sub-dimensions. Thus, considering that the nature of adhocracy culture has greater independence and flexibility orientation which is needed in a rapidly changing business climate quickly reflect its perceptions on organizational ambidexterity, exploration and exploitation activities. Briefly, from the data of the survey, it can be suggested that Macedonian company prefer to develop adhocracy culture for stimulating the ambidexterity and its two strategies. Moreover, the Macedonian company indicates characteristics of market culture which presents that this company its focus put on achieving organizational goals and achieving profitability through market rivalry. Thus, it can be suggested that the Macedonian company wants to increase the company's rivalry by creating a relationship with external factors. So, this

company evaluated market culture as an appropriate type to incite ambidexterity and its two strategies.

Furthermore, the results of the survey prove that clan culture and hierarchical culture play a different role in organizational ambidexterity and its sub-dimensions. Thus, clan culture as strategy orientation tool in Macedonian company is purposely utilized by managers in order to make stimulation of organizational ambidexterity and exploitation strategy in organizational structure. However, study results indicate that clan culture does not effect significantly the exploration activities of Macedonian company in organizational level. So, it can be suggested that clan culture does no prefer to develop its features and perceptions in organizations which are focused on creating innovative technologies and adopt new markets. Additionally, in Macedonian company, hierarchical culture is less likely and is not seen as a convenient tool for promoting organizational ambidexterity and exploitation activities. So, given that the nature of hierarchical culture is strict and constant the results propose that hierarchical culture does not affect in a significant way the organizational ambidexterity and exploitation strategy. Conversely, the outcomes present that hierarchical culture effect in a significant way the exploration strategy of ambidexterity in Turkish company. In this context, it can be suggested that hierarchical culture more prefer to develop its features and perceptions in organizations which develop innovative channel distribution, new ideas, innovative products and services.

3.3.12. Comparison of Organizational Ambidexterity and Organizational Culture Scales and Sub-Dimensions According to Countries

The differences in the organizational ambidexterity and organizational culture scales and subscale scores of the respondents according to the countries are analyzed by Student's-T Test. Prior to the analysis, the normality of the data is examined by Skewness, Kurtosis coefficients and Kolmogorov-Smirnov and Anderson Darling normality tests. In statistical analysis for significance, $p < 0.05$ value is used.

Table 41. Comparison of Organizational Ambidexterity and Organizational Culture Scales and Sub-Dimensions According to Countries

Factor / Size	Macedonia (n=200)		Turkey (n=160)		p
	Mean	SD	Mean	SD	
Explorative Strategy	4.06	0.71	4.14	0.64	0.241
Exploitation Strategy	3.99	0.72	4.14	0.63	0.037
Organizational Ambidexterity	4.02	0.65	4.14	0.59	0.079
Clan Culture	3.88	0.72	4.05	0.74	0.027
Adhocracy Culture	3.85	0.75	4.01	0.72	0.044
Market Culture	3.96	0.72	4.07	0.63	0.133
Hierarchy Culture	3.97	0.76	4.10	0.61	0.094
Organizational Culture	3.92	0.65	4.06	0.59	0.025

The differences of organizational ambidexterity and organizational culture scales and sub-dimensions according to countries are given in Table 41, according to the findings, the exploratory dimension perceptions of organizational ambidexterity sub-dimensions does not show a significant change according to the countries (p=0.241>0.05). The exploitation sub-dimension perceptions shows a significant change according to the countries (p=0.037<0.05). While in Turkey, the exploitation sub-dimension perceptions of survey respondents are in an average of 4.14, the exploitation perceptions of the Macedonian participants were calculated with an average of 3.99 , and exploitation perceptions of those surveyed in Turkey is significantly higher compared to the Macedonians. When the Organizational Ambidexterity scale is examined in general, there is no statistically significant difference between the general organizational ambidexterity perceptions of Macedonian and Turkish participants (p=0.079>0.05). For clan culture from organizational culture sub-dimensions there is a significant difference between participants' scores according to countries (p=0.027<0.05). Clan perceptions of Turkish participants are significantly higher than those of Macedonian participants. When the adhocracy sub-dimension is examined, scores of Turkish participants are

significantly higher than those of Macedonian participants (p=0.044<0.05). There is no significant difference between the perceptions of Turkish and Macedonian participants on Market (p = 0.133> 0.05) and Hierarchy perceptions (p = 0.094> 0.05). There is a statistically significant difference between organizational culture perception scores of Macedonian and Turkish participants (p = 0.025 <0.05). According to the average of the Turkish participants' organizational culture score that was 4.06, it is higher than the Macedonian participants (3.92).

The additive purpose of this research is to provide a clear description of the differences between the employees' perceptions of Turkish and Macedonian Company. Organizations from the different geographic territory around the world have in some special way their unique culture. In spite of the utilization of similar components in portraying a culture, each organization has its own way of treating common elements. Thus, this discussion provides details on how the various elements of culture are viewed differently in Turkish and Macedonian Company. Additionally, the table above shows that there is a significant difference between organizational culture perception of Macedonian and Turkish Company. In accordance with this, it is assumed that the expectations, norms, experiences, psychological environment, behaviors, values of an organization can be changed and may differ from the way, location, and the conditions in which they operate. Thus, the organizational culture qualities, inner and outside interactions the Turkish and Macedonian Company manifest in a different method. Moreover, at the same time also are gained significant different results from the clan culture and adhocracy culture. Participants of two companies view the clan and adhocracy in a different way. Thus, the features of clan culture such as teamwork, participation, loyalty, mentoring, mutual trust and characteristic of adhocracy culture such as risk-taking, innovation, freedom, uniqueness are viewed in a different manner from the employees of the Turkish and Macedonian company. On the contrary, about the market culture and hierarchy culture employees of this two companies shared different opinions. So, of these two companies, there is no difference between this two kinds of

culture. Briefly, it can be concluded that the Macedonian respondents, like Turkish, also share the same perceptions about the Market and Hierarchy culture.

Despite their different organizational, cultural, business and economic activities gained results indicate that there is no difference between the organizational ambidexterity perceptions of Turkish and Macedonian participants. This would indicate that even though two companies operate in different locations and has its own set of guidelines, rules, policies and structures, they can share the same perceptions about the ambidexterity strategy. So, regardless of environmental conditions, both companies try to balance current strategies with the discovery of new ones. In like manner, respond's perceptions of two companies also present that there does not exist a significant change according to the countries about the exploratory ambidexterity. Conversely, from the obtained data, it can be argued that in Turkish Company perceptions about exploitation ambidexterity are higher than Macedonian ones. Thus, exploitation sub-dimension perceptions show a significant change according to countries. Therefore, it can be assumed that maybe Turkish and Macedonian Company manifest the existing resource, technologies, and capabilities in different techniques, strategies or systems. Considering this, empirical contribution to this research suggest that even though members of organizations came from the different culture, background, tradition, beliefs, values and families they generally predict the same view about organizational culture on organizational ambidexterity. Thus, this means that employees in the work environment strive to fit into the culture of the organization where they operate.

3.4. SUMMARY OF RESEARCH FINDINGS

The research findings are summarized in Table 42 and Table 43.

Table 42. Summary of Research Findings in Turkey

HYPOTHESIS	RESULT
H1: Organizational culture has a positive relationship with organizational ambidexterity.	**ACCEPTED**
H2: The Clan Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H3: The Adhocracy Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H4: The Market Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H5: The Hierarchical culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H6: The Clan Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H7: The Adhocracy Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H8: The Market Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H9: The Hierarchical Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**

Table 43. Summary of Research Findings in Macedonia

HYPOTHESIS	RESULT
H1: Organizational culture has a positive relationship with organizational ambidexterity.	**ACCEPTED**
H2: The Clan Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H3: The Adhocracy Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H4: The Market Culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H5: The Hierarchical culture has a positive relationship with the exploration strategy, which is the sub-dimension of the organizational ambidexterity.	**ACCEPTED**
H6: The Clan Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H7: The Adhocracy Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H8: The Market Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**
H9: The Hierarchical Culture has a positive relationship with the exploitation strategy, which is the sub-dimension of organizational ambidexterity.	**ACCEPTED**

CONCLUSION AND DISCUSSION

Nowadays, globalization of the world markets, increasing dynamism, increased customer desires that are in the process of endless change and development, increased needs for innovation, it forces organizations to be agile, creative, flexible, and ambidextrous to identify strategic alternatives to survive these conditions. One of these alternatives can be *Organizational Ambidexterity* strategy which in last years is frequently highlighted by researchers and practitioners. Thus, organizational ambidexterity implies the exploitation of the existing competencies and exploration of innovative ideas of the organization. The concept of ambidexterity is viewed as a necessary and advantage tool since organizations want to survive in the long-term and short-term activities. Organizations that develop ambidexterity strategy are known as successful organizations because they success to manage their existing capabilities and innovations simultaneously. Thus, ambidextrous individuals are focused on the objectives and goals of organizations and strive to adapt to processes and procedures of the organizational construct.

Therefore, culture it is considered as a unique source which may be utilized and fits the organizational characteristics in order to develop and enhance its competitive advantage. Organizations by considering the role of culture in their organizational construction and by developing, implementing, understanding and supporting a culture, they may be more trained in how to build healthy cultures and healthy strategies. Hence, organizational culture plays a prominent role in controlling an organization since it gives a stable system of values and beliefs. In a business environment when the features of organizational culture as norms, beliefs, values, traditions are shared, employees become more motivated and faithful toward the organization because they see themselves as part of organizations. Thus, a shared organizational culture provides equality, better communication and less conflict. Briefly, the culture overall affects organizations, their identity, performance, reputation, the well-being of employees and may be deciding variable in the organization's success.

The focal focus of this research is to explore the effect of organizational culture on organizational ambidexterity by conducting a survey to the food industry in *"Selva" Company* (Turkey) and *"Dauti-Komerc" Company* (Macedonia). This research to explore the effect of these variables utilized a questionnaire and to analyze obtained data used SPSS program. To test the hypotheses and to gain the primary aims of the research, organizational culture is measured by Kim. S Cameron and Freeman (1991) ; Kim S Cameron and Quinn (2006) and organizational ambidexterity by Lubatkin et al. (2006). Moreover, this research recognizes gaps in organizational culture investigation related to organizational ambidexterity. The empirical and theoretical literature identifies that to date there does not exist evidence of investigations referring to these two variables. This study fulfils this research gap through an exploratory research of organizational culture on organizational ambidexterity. Nevertheless, findings from the correlation and regression analyses ensure more detailed outcomes for the analyzed variables. Thus, the following paragraph emphasizes the discoveries for each examined set of relationships.

The process to evaluate gathered data starts with the analyzing of demographic profiles of respondents in research. Then, to assess the model research and to evaluate the hypotheses in Turkey study, first it is used Spearman's rho correlation analyze. From the discoveries in Turkey, the research gained the predicted results. These findings indicate that organizational culture and its perceptions effect positively and significantly the organizational ambidexterity. Later, simple linear regression analysis and multiple regression analysis presents that organizational culture may be considered as the determinant factor for organizational ambidexterity. Additionally, the types of organizational culture such as clan and market culture in significantly way impact the organizational ambidexterity, while the impacts of the adhocracy and hierarchy culture are not significantly. Finally, outcomes indicate that organizational culture separately can affect the exploration and exploitation strategy of organizational ambidexterity. Briefly, it can say that organizational culture may be a crucial element for organizational ambidexterity since affects in significantly and positively way overall organizational ambidexterity and its two dimensions as exploratory strategy and exploitative strategy.

Considering gained outcomes form correlation analysis and the regression analyses, perceptions of organizational culture influence in a positive and significant way organizational ambidexterity perceptions of respondents in the Macedonian survey. In addition, the discoveries imply that organizational culture with its four types as a clan, adhocracy, market and hierarchy may be a key factor for influencing and predicting the organizational ambidexterity. Thus, a clan, market and adhocracy culture affects the perceptions of organizational ambidexterity, while separately the hierarchy culture does not affect the conception of organizational ambidexterity. Moreover, findings form Macedonian research provides that organizational culture may be considered determinative instrument in the exploitation activities and exploration activities of organizational ambidexterity.

Nevertheless, the general outcomes from the theoretical and practical part of this research affirm that nowadays organizations to achieve an ambidextrous level need to shift on both exploration strategy and exploitation strategy. Empirical discoveries confirm that organizations which want to be ambidextrous should take into consideration the construction of organizational culture since it affects and predict organizational ambidexterity significantly and positively. The research involves two samples one in Turkey and one in Macedonia. The findings show that the respondents overall in both Turkey and Macedonia survey have given the same perceptions of these two variables. Thus, it can be said that the first (1) hypothesis in this study for both surveys (Turkey and Macedonia) is fully confirmed. The obtained data presents that in total four dimensions of organizational culture in Turkish and Macedonian Company affect the organizational ambidexterity and its sub-dimension exploration and exploitation strategy. However, when each sub-dimension is evaluated separately it is gained that participants of the surveys predict different perception about organizational ambidexterity and its strategies. Thus, the employees of Turkish Company manifest that adhocracy does not affect the organizational ambidexterity, exploration and exploitation strategy while in contrast, the participants of Macedonian survey indicate that adhocracy culture could affect the organizational ambidexterity and its two sub-dimensions.

Moreover, hierarchy culture both in Turkey and Macedonia Company act as a barrier against organizational ambidexterity. On the contrast, discoveries present that employees of two companies have a different view about the effect of hierarchy culture on exploration and exploitation strategy. Hence, the response of the Turkish survey exhibit that hierarchy culture can affect the exploitation strategy but not that of exploration. On the other hand, reverse results are gained from the Macedonian Company. Macedonian participants of the survey display that hierarchy culture can affect the exploration strategy but not that of exploitation. Additionally, participants of two companies exhibit similar perceptions of the clan culture on organizational ambidexterity and exploitation strategy. So, clan culture can promote impact on organizational ambidexterity and on exploitation strategy in two companies (Turkey and Macedonia). Conversely, discoveries of the survey also present that clan culture can affect the exploration strategy of the Turkish Company but not that of Macedonian ones. Nevertheless, the answers received show that employees of two companies shared a similar view about the effect of market culture on organizational ambidexterity and its two sub-dimensions. Briefly, market culture can influence on the significant way the organizational ambidexterity, exploration and exploitation strategy in two companies. After an empirical contribution to this research, it is suggested that even though members of organizations came from the different culture, background, tradition, beliefs, values and families they generally predict the same view about organizational culture on organizational ambidexterity. Thus, this means that employees in the work environment strive to fit into the culture of the organization where they operate.

This research involves some distinctive limitations that provide productive ways for future investigations in the areas of organizational culture and organizational ambidexterity. Firstly, the results of the study are limited to two companies. Secondly, the body of the research includes sample which is limited to the food industry and in the limited geographic territory of Turkey and Macedonia. Thirdly, the perceptions of organizational culture to organizational ambidexterity were evaluated by all employees

of the organization. Finally, more accurate techniques such as structural equation modelling (SEM) have not been applied because of the insufficient sample in Turkey.

Briefly, additionally comparative studies are also required. This research for future scholars recommends that they should deeply investigate the relationship between organizational culture and organizational ambidexterity, in other industries, in other sectors, in other countries because the development of such studies will permit investigators to fill our results. Then, for future researchers who want to discover additional characteristics of organizational culture on organizational ambidexterity it is recommended to utilize use different organizational models, for instance, the model of G. Hofstede (2011) and Edgar H Schein (2009). Thus, future investigations may further investigate separately or in detailed way the relationship of organizational culture types such as clan, adhocracy, market and hierarchy culture with exploration and exploitation strategy of ambidexterity. Within the context of this study can be given some future recommendations for enterprises and managers in the food sector: first, leaders or enterprises should consider the importance and the advantages of exploration and exploitation strategy in order the organizations to balance the amount of resources which are needed for their businesses to survive in the short-term and to be sustainable over the long-term. Secondly, the choice of organizational culture and cultural dimensions such as clan, market, adhocracy and hierarchy by leaders will facilitate the achievement of organizational ambidexterity. Third, for enterprises, it is recommended to apply conditional reward systems. Fourth, organizations that have leaders with personal consciousness, internal values, and that can make a balanced evaluation and who promote transparency in relations items, can be able to create sustainable organizations.

In conclusion, this research for future scholars and investigators, provides a better understanding and knowledge of the organizational culture and organizational ambidexterity in the food industry, particularly in the Turkey and Macedonia context. Additionally, future researchers from might benefit in the theoretical and empirical way and from the methods discussed in this dissertation.

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APPENDICES

A. THE QUESTIONNAIRE (ENGLISH VERSION)

Dear Participant;

This questionnaire was prepared to collect data on the application section of the graduate thesis entitled **"Explorıng the Effect of Organızatıonal Culture on Organizational Ambidexterity"**. The research is carried out for a scientific purpose and this purpose will be achieved through the answers you will give carefully. We thank you in advance for the contributions you will make to our research and we wish you success in your work.

Zejnepe AJDAROVSKA
Zejnepe.ajdarovska@outlook.com

Yrd. Doç. Dr. Melis ATTAR
melisattar@selcuk.edu.tr

Selçuk Üniversitesi, Alâeddin Keykubat Yerleşkesi, İktisadi ve İdari Bilimler Fakültesi, 42250,

Selçuklu / Konya

Gender	❏ Male ❏ Female	**Medeni Durum**	❏ Married ❏ Single
Age	❏ Less than 18 ❏ 18-24 ❏ 25-35 ❏ 36-50 ❏ 50-65 ❏ More than 65		
Education Level	❏ Primary School ❏ Secondary School ❏ High School ❏ Vocational High School ❏ Associate Degree ❏ Bachelor Degree ❏ Master Degree ❏ PhD		
Work Experience in current Organization	❏ Less than 1year ❏ 1-3 year ❏ 4-6 year ❏ 7-9 year ❏ More than 10 years		
Work Position	❏ Company Owner / Partner ❏ General Manager / General Manager Asst. ❏ Chef / Supervisor ❏ Manager of Department ❏ Employee		
Total Number of Employees in Organization	❏ Less than 10 ❏ 10-49 ❏ 50-99 ❏ 100-249 ❏ 250-499 ❏ More than 500		
Total Work Experience	❏ Less than 1 year ❏ 1-3 year ❏ 4-6 year ❏ 7-9 year ❏ More than 10 years		

	Below are presented the phrases of the "Organizational Ambidexterity". Please fill in the appropriate box. 1= I Strongly Disagree 2= Disagree 3= I am Undecided 4= I agree 5= I Strongly Agree					
1.	Firm, looks for novel technological ideas by thinking "outside the box".	①	②	③	④	⑤
2.	Firm, bases its success on its ability to explore new technologies.	①	②	③	④	⑤
3.	Firm, creates products or services that are innovative to the firm.	①	②	③	④	⑤
4.	Firm, looks for creative ways to satisfy its customers' needs.	①	②	③	④	⑤
5.	Firm, aggressively ventures into new market segments.	①	②	③	④	⑤
6.	Firm, actively targets new customer groups.	①	②	③	④	⑤
7.	Firm, commits to improve quality and lower cost.	①	②	③	④	⑤
8.	Firm, continuously improves the reliability of its products and services.	①	②	③	④	⑤
9.	Firm, increases the levels of automation in its operations.	①	②	③	④	⑤
10.	Firm, constantly surveys existing customers' satisfaction.	①	②	③	④	⑤
11.	Firm, fine-tunes what it offers to keep its current customers satisfied.	①	②	③	④	⑤
12.	Firm, penetrates more deeply into its existing customer base.	①	②	③	④	⑤

	Below are presented the phrases of the "Organizational Culture". Please fill in the appropriate box. 1= I Strongly Disagree 2= Disagree 3= I am Undecided 4= I agree 5= I Strongly Agree					
1.	The company is a personal place, it is like an extended family, and people seem to share a lot of themselves.	①	②	③	④	⑤
2.	The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	①	②	③	④	⑤
3.	The management style in the company is characterized by teamwork, consensus and participation.	①	②	③	④	⑤
4.	The 'glue' that holds the company together is loyalty and mutual trust. Commitment to the company runs high.	①	②	③	④	⑤
5.	The company emphasises human development. High trust, openness and participation persist.	①	②	③	④	⑤
6.	The company defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	①	②	③	④	⑤
7.	The company is a dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	①	②	③	④	⑤
8.	The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk-taking.	①	②	③	④	⑤
9.	The management style in the company is characterized by individual risk-taking, innovation, freedom and uniqueness.	①	②	③	④	⑤
10.	The 'glue' that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	①	②	③	④	⑤
11.	The company emphasises acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	①	②	③	④	⑤
12.	The company defines success on the basis of having unique, or the newest, products. It is a product leader and innovator.	①	②	③	④	⑤
13.	The company is results orientated. A major concern is with getting the job done. People are very competitive and achievement orientated.	①	②	③	④	⑤
14.	The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-orientated focus.	①	②	③	④	⑤
15.	The management style in the company is characterized by hard-driving competitiveness, high demands and achievement.	①	②	③	④	⑤
16.	The 'glue' that holds the company together is the emphasis on achievement and goal accomplishment.	①	②	③	④	⑤
17.	The company emphasises competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	①	②	③	④	⑤
18.	The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key.	①	②	③	④	⑤
19.	The company is a controlled and structured place. Formal procedures generally govern what people do.	①	②	③	④	⑤
20.	The leadership in the company is generally considered to exemplify co-coordinating, organizing, and smooth-running efficiency.	①	②	③	④	⑤
21.	The management style in the company is characterized by security of employment, conformity, predictability and stability in relationships.	①	②	③	④	⑤
22.	The 'glue' that holds the company together is formal rules and policies. Maintaining a smooth-running company is important.	①	②	③	④	⑤
23.	The company emphasises permanence and stability. Efficiency, control and smooth operations are important.	①	②	③	④	⑤
24.	The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	①	②	③	④	⑤

B. THE QUESTIONNAIRE (TURKISH VERSION)

Değerli Katılımcı;

Bu anket **Örgütsel Kültürün Örgütsel Ustalık Üzerindeki Etkilerinin Araştırılması** amacıyla hazırlanmıştır. Vereceğiniz cevaplar genel değerlendirmelerde bilimsel amaçlı kullanılacak olup kesinlikle gizli tutulacaktır. Görüş ve düşüncelerinizi içtenlikle paylaşarak katkı sağladığınız için teşekkür ederiz.

Zejnepe AJDAROVSKA   Yrd. Doç. Dr. Melis ATTAR
zejnepe.ajdarovska@outlook.com   melisattar@selcuk.edu.tr

Selçuk Üniversitesi, Alâeddin Keykubat Yerleşkesi, İktisadi ve İdari Bilimler Fakültesi, 42250,

Selçuklu / Konya

Cinsiyetiniz	❏ Erkek	❏ Kadın	**Medeni Durum**		❏ Evli	❏ Bekâr
Yaşınız	❏ 18 yaş altı	❏ 18-24	❏ 25-35	❏ 36-50	❏ 50-65	❏ 65 yaş üstü
Eğitim Düzeyiniz	❏ İlkokul ❏ Ön lisans	❏ Ortaokul ❏ Lisans	❏ Lise ❏ Yüksek Lisans		❏ Meslek Lisesi ❏ Doktora	
İşletmenizde kaç yıldır çalışmaktasınız?	❏ 1 yıldan az	❏ 1-3 yıl	❏ 4-6 yıl	❏ 7-9 yıl	❏ 10 yıl ve üzeri	
İşletmedeki konumunuz	❏ Firma Sahibi/Ortağı ❏ Şef/Supervisor/Formen/Ustabaşı ❏ İş gören/Çalışan		❏ Genel Müdür/Genel Müdür Yrd. ❏ Bölüm veya Birim Müdürü / Müdür Yrd.			
İşletmenizde çalışan toplam personel sayısı	❏ 10'dan az	❏ 10-49	❏ 50-99	❏ 100-249	❏ 250-499 ❏ 500 ve üzeri	
Toplam İş Hayatı Deneyiminiz	❏ 1 yıldan az	❏ 1-3 yıl	❏ 4-6 yıl	❏ 7-9 yıl	❏ 10 yıl ve üzeri	

Aşağıda yer alan **"örgütsel ustalık"** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz.
1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Ne katılıyorum ne katılmıyorum
4=Katılıyorum 5=Kesinlikle katılıyorumu

1.	Firmamız, alışılmışın dışında hareket ederek, yeni teknolojik fikirler bulmaya çalışır.	①	②	③	④	⑤
2.	Firmamız, müşterilerin ihtiyaçlarını karşılamak için yaratıcı yollar aramaktadır.	①	②	③	④	⑤
3.	Firmamız, rekabetçi bir şekilde yeni pazarlara girmeyi göze almaktadır.	①	②	③	④	⑤
4.	Firmamız, örgüt için yenilikçi olan ürün ve hizmetler oluşturmaktadır.	①	②	③	④	⑤
5.	Firmamız, başarısını yeni teknolojiler araştırma kabiliyetine dayandırmaktadır.	①	②	③	④	⑤
6.	Firmamız, etkin bir şekilde yeni müşteri gruplarını hedef alır.	①	②	③	④	⑤
7.	Firmamız, ürün ve hizmetlerinin güvenilirliğini sürekli olarak geliştirir.	①	②	③	④	⑤
8.	Firmamız, operasyonlarındaki otomasyon seviyelerini yükseltir.	①	②	③	④	⑤
9.	Firmamız, mevcut müşterilerinin memnuniyetini devam ettirmek için mevcut ürün ve hizmetlerinde küçük değişiklikler ya da eklemeler yapar.	①	②	③	④	⑤
10.	Firmamız, çalışanlarını, kaliteyi yükseltmeye ve maliyeti düşürmeye adamıştır.	①	②	③	④	⑤
11.	Firmamız, mevcut müşteri tabanına derinlemesine nüfuz etmeye çalışır.	①	②	③	④	⑤
12.	Firmamız, mevcut müşterilerin memnuniyetini düzenli olarak değerlendirir.	①	②	③	④	⑤

Sayfayı Çeviriniz

Aşağıda yer alan **"örgüt kültürü"** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz.

1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Ne katılıyorum ne katılmıyorum 4=Katılıyorum 5=Kesinlikle katılıyorumu

		①	②	③	④	⑤
1.	Şirket kişisel bir yerdir, geniş bir aile gibidir. Çalışanlar kendileri ile ilgili birçok şey paylaşabilirler.	①	②	③	④	⑤
2.	Şirketteki liderlik tarzının genellikle kılavuzluk eden, kolaylaştırıcı veya destekleyici olduğu söylenebilir.	①	②	③	④	⑤
3.	Şirkette yönetim tarzı takım çalışması, uzlaşma ve ortak katılım ile açıklanabilir.	①	②	③	④	⑤
4.	Şirketi bir bütün olarak tutan "dayanak" sadakat ve karşılıklı güvendir. Şirkete bağlılık yüksek seviyededir.	①	②	③	④	⑤
5.	Şirket insan gelişimini vurgular. Güven, açıklık ve ortak katılım yüksek seviyededir.	①	②	③	④	⑤
6.	Şirket başarıyı,; insan kaynaklarının, takım çalışmasının, çalışanların bağlılığının ve insana verilen ilginin gelişimine dayalı olarak tanımlar.	①	②	③	④	⑤
7.	Şirket, dinamik ve girişimci bir yerdir. Çalışanlar fikirlerini belirterek risk almaya cesaret edebilirler.	①	②	③	④	⑤
8.	Şirkette liderlik genellikle girişimcilik, yenilikçilik veya risk alma olarak tanımlanmaktadır.	①	②	③	④	⑤
9.	Şirkette yönetim tarzının en belirgin özellikleri bireysel risk alma, yenilikçilik, özgürlük ve eşsizliktir.	①	②	③	④	⑤
10.	Şirketi bir bütün olarak tutan "dayanak" yenilik ve gelişimdir. En zirvede olmak vurgulanmaktadır.	①	②	③	④	⑤
11.	Şirket yeni kaynaklar elde etmek ve yeni mücadele alanları oluşturmayı önemle vurgular. Yeni faaliyetler deneme ve yeni imkanlar keşfetme çabasına önem verilmektedir.	①	②	③	④	⑤
12.	Şirket başarıyı, benzersiz veya en yeni ürünlerine dayalı olarak tanımlar. Şirket kendi sektöründe ürün liderdir ve yenilik yaratır.	①	②	③	④	⑤
13.	Şirket sonuç odaklıdır. Asıl önem verilen bir işin tamamlanmasıdır Çalışanlar çok rekabetçi ve başarı odaklıdır.	①	②	③	④	⑤
14.	Şirkette liderlik genel olarak müsamahasız, saldırgan ve hedef odaklı olarak tanımlanabilir.	①	②	③	④	⑤
15.	Şirkette yönetim tarzı şiddetli rekabet, yüksek talep ve başarı odaklıdır.	①	②	③	④	⑤
16.	Şirketi bir bütün olarak tutan "dayanak" başarı ve hedef gerçekleştirme vurgusudur.	①	②	③	④	⑤
17.	Şirket rekabetçi eylem ve başarıları vurgulamaktadır. Hedeflenen amaçların gerçekleştirilmesi ve piyasada kazanmak önemlidir.	①	②	③	④	⑤
18.	Şirket başarıyı kazanılan piyasa payı ve rekabetin önüne geçmeye dayalı olarak tanımlar. Piyasada rekabetçi lider olmak başarının anahtarıdır.	①	②	③	④	⑤
19.	Şirket kontrollü ve yapılandırılmış bir yerdir. Çalışanların işleri genellikle resmi prosedürler ile düzenlenir.	①	②	③	④	⑤
20.	Şirkette liderlik süreci genellikle koordinasyon, organizasyon ve iyi işleyen etkinlik odaklıdır.	①	②	③	④	⑤
21.	Şirkette yönetim tarzında çalışan güvenliği, uyum, öngörülebilirlik ve ilişkilerde istikrar ön plana çıkmaktadır.	①	②	③	④	⑤
22.	Şirketi bir bütün olarak tutan "dayanak" resmi kurallar ve politikalardır. Şirketin iyi işlemesi önceliklidir.	①	②	③	④	⑤
23.	Şirket kalıcılığı ve istikrarı vurgulamaktadır. Verimlilik, kontrol ve akıcı çalışma önemlidir.	①	②	③	④	⑤
24.	Şirket başarıyı etkinliğe dayalı tanımlar. Güvenli teslimat, akıcı planlama ve düşük maliyetli üretim başarının anahtarıdır.	①	②	③	④	⑤

ZAMAN AYIRDIĞINIZ İÇİN TEŞEKKÜR EDERİZ.

C. THE QUESTIONNAIRE (MACEDONIAN VERSION)

Почитувани учесници;

Овој прашалник беше подготвен да ги испита **Ефектите на Организациската Култура (Organizational culture)** врз Организациското Владеење **(Organizational Ambidexterity)**. Вашите одговори ќе се користат за научни цели во целокупната оценка и ќе бидат чувани строго доверливи. Ви благодариме за вашиот придонес со искрено споделување на вашите ставови и идеи.

Zejnepe AJDAROVSKA
Zejnepe.ajdarovska@outlook.com

Yrd. Doç. Dr. Melis ATTAR
melisattar@selcuk.edu.tr

Вашиот пол	☐ Машко ☐ Женско	Брачен статус	☐ Оженет ☐ Не оженет ☐ Мажена ☐ Не Мажена
Вашата возраст	☐Под 18 години ☐ 18-24 ☐ 25-35 ☐ 36-50 ☐ 50-65 ☐ Над 65 години		
Вашето образование	☐ Основно образование ☐ Средно образование ☐Додипломски (Универзитет) ☐ М-р (Магистратура) ☐Докторат		
Колку долгу работите на сегашната фирма?	☐ Помалку од 1 год. ☐ 1-3 год. ☐ 4-6 год. ☐ 7-9 год ☐10 год. и повеќе		
Вашиот статус во компанијата	☐Генерален директор / помошникот на генералниот ☐Директор на одделот или Управник на единицата / Помошник директор ☐Надзорникот /Шеф/Шефица ☐ Работник		
Вкупниот број на вработени во вашата компанија	☐Помалку од 10 ☐ 10-49 ☐ 50-99 ☐ 100-249 ☐ 250-499 ☐500 и повеќе		
Вкупно вашето работно искуство	☐ Помалку од 1 год. ☐ 1-3 год. ☐ 4-6 год. ☐ 7-9 год. ☐10 год. и повеќе		

Во продолжение се наведени фразите на **"Организациското Владеење (Organizational Ambidexterity)"**. Ве молиме пополнете го соодветното поле.
1= Апсолутно не се согласувам   2= Не се согласувам   3= Ниту се согласувам ниту не се согласувам   4= Се согласувам   5= Апсолутно се согласувам

1.	Нашата компанија, е фирма која бара нови технолошки идеи преку размислување "надвор од оквирот".	①	②	③	④	⑤
2.	Нашата компанија, го базира својот успех на својата способност за истражување на нови технологии.	①	②	③	④	⑤
3.	Нашата компанија, создава производи или услуги кои се иновативни за компанијата.	①	②	③	④	⑤
4.	Нашата компанија, бара креативни начини за задоволување на потребите на своите клиенти.	①	②	③	④	⑤
5.	Нашата компанија, агресивно вложува во нови пазарни сегменти.	①	②	③	④	⑤
6.	Нашата компанија, активно се насочува кон нови групи на потрошувачи.	①	②	③	④	⑤
7.	Нашата компанија, се обврзува да го подобри квалитетот и пониските трошоци.	①	②	③	④	⑤
8.	Нашата компанија, континуирано ја подобрува веродостојноста на своите производи и услуги.	①	②	③	④	⑤
9.	Нашата компанија, ги зголемува нивоата на автоматизација во своето работење.	①	②	③	④	⑤
10.	Нашата компанија, постојано го испитува задоволството на постоечките клиенти.	①	②	③	④	⑤
11.	Нашата компанија, фино го подесува она што го нуди да ги задржи задоволни своите сегашни корисници	①	②	③	④	⑤
12.	Нашата компанија, продира подлабоко во постоечката база на корисници.	①	②	③	④	⑤

Во продолжение се наведени фразите на **"Организациската Култура (Organizational culture)"**. Ве молиме пополнете го соодветното поле.

1= Апсолутно не се согласувам   2= Не се согласувам   3= Ниту се согласувам ниту не се согласувам
4= Се согласувам   5= Апсолутно се согласувам

1.	Компанијата е лично место, таа е како проширена фамилија, луѓето се чини дека делат многу од себе.	①	②	③	④	⑤
2.	Раководството во компанијата генерално се смета за пример за менторство, олеснување или негување.	①	②	③	④	⑤
3.	Стилот на управување во компанијата се карактеризира со тимска работа, консензус и соучество.	①	②	③	④	⑤
4.	"Стожерот" кој ја држи компанијата заедно е лојалноста и взаемната доверба. Посветеноста кон компанијата е на високо ниво.	①	②	③	④	⑤
5.	Компанијата го нагласува човечкиот развој. Постои голема доверба, отвореност и соучество.	①	②	③	④	⑤
6.	Компанијата го дефинира успехот врз основа на развојот на човечките ресурси, тимската работа, посветеноста на вработените и грижата за луѓето.	①	②	③	④	⑤
7.	Компанијата е динамично претприемачко место. Луѓето се подготвени да се изложат себеси на опасност и да ризикуваат.	①	②	③	④	⑤
8.	Лидерството во компанијата генерално се смета за пример за претприемништво, иновации или преземање на ризик.	①	②	③	④	⑤
9.	Стилот на управување во компанијата се карактеризира со индивидуално преземање ризици, иновации, слобода и уникатност.	①	②	③	④	⑤
10.	"Стожерот" што ја одржува компанијата заедно е посветеноста на иновациите и развојот. Постои нагласок на тоа да се биде на самиот врв.	①	②	③	④	⑤
11.	Компанијата го истакнува стекнувањето нови ресурси и создавањето нови предизвици. Се почитува обидот за нови работи и потрагата по можности.	①	②	③	④	⑤
12.	Компанијата го дефинира успехот врз основа на уникатни или најнови производи. Таа е лидер на производот и иноватор.	①	②	③	④	⑤
13.	Компанијата е ориентирана кон резултати. Главната загриженост е да се заврши работата. Луѓето се многу конкурентни и ориентирани кон успеси.	①	②	③	④	⑤
14.	Лидерството во компанијата генерално се смета за пример за не-непромислена, агресивна, цел ориентирана кон резултати.	①	②	③	④	⑤
15.	Стилот на управување во компанијата се карактеризира со жестока конкурентност, високи барања и постигнувања.	①	②	③	④	⑤
16.	"Стожерот" што ја одржува компанијата заедно е нагласувањето на достигнувањето и постигнувањето на целта.	①	②	③	④	⑤
17.	Компанијата ги нагласува конкурентните дејствија и достигнувања. Доминантни се погодувањето на опфатените цели и освојувањето на пазарот.	①	②	③	④	⑤
18.	Компанијата го дефинира успехот врз основа на освојувањето на пазарот и надминување на конкуренцијата. Клучот е конкурентното лидерство на пазарот.	①	②	③	④	⑤
19.	Компанијата е контролирано и структурирано место. Формалните постапки обично го регулираат она што го прават луѓето.	①	②	③	④	⑤
20.	Лидерството во компанијата генерално се смета за пример за координирање, организирање и непречена работа.	①	②	③	④	⑤
21.	Стилот на управување во компанијата се карактеризира со сигурност во вработувањето, усогласеноста, предвидливоста и стабилноста во односите.	①	②	③	④	⑤
22.	"Стожерот" кој ја држи компанијата заедно се формалните правила и политики. Важно е да се одржи непречено функционирање на компанијата.	①	②	③	④	⑤
23.	Компанијата ја истакнува постојаноста и стабилноста. Значајни се и ефикасноста, контролата и непреченото работење.	①	②	③	④	⑤
24.	Компанијата го дефинира успехот врз основа на ефикасноста. Клучни се сигурната испорака, непречениот распоред и ниската цена производството.	①	②	③	④	⑤

ВИ БЛАГОДАРИМЕ

D. THE QUESTIONNAIRE (ALBANIAN VERSION)

Pjesëmarrës të nderuar;

Ky pyetësor është përgatitur për të hetuar **Efektet e Kulturës Organizative (Organizational culture) mbi Zotërimin Organizativ (Organizational Ambidexterity)**. Përgjigjet tuaja do të përdoren për qëllime shkencore në vlerësimin e përgjithshëm dhe do të mbahen rreptësisht konfidenciale. Ju falënderojmë për kontributin tuaj duke ndarë pikëpamjet dhe idetë tuaja me sinqeritet.

Zejnepe AJDAROVSKA
zejnepe.ajdarovska@outlook.com

Yrd. Doç. Dr. Melis ATTAR
melisattar@selcuk.edu.tr

Gjinia juaj	☐ Mashkull ☐ Femër	**Statusi martesor**		☐ I/E martuar ☐ Beqar/e
Mosha juaj	☐ nën 18 vjeç ☐ 18-24 ☐ 25-35 ☐ 36-50 ☐ 50-65 ☐ mbi 65 vjeç			
Arsimi juaj	☐ Shkollën fillore ☐ Shkollë e mesme ☐ Fakultet ☐ Master ☐ Doktoraturë			
Sa kohë keni që jeni duke punuar në firmën aktuale?	☐ Më pak se 1 vit ☐ 1-3 vjet ☐ 4-6 vjet ☐ 7-9 vjet ☐ Më shum se 10 vjet			
Statusi juaj në biznes	☐ Drejtor i Përgjithshëm / Ndihmës i Përgjithshëm ☐ Menaxher i Depart. Menaxher i Njësis/ Ndihmës drejtori / ☐ Përgjegjës / Shef ☐ Punonjës			
Numri i përgjithshëm i të punësuarve që punojnë në biznesin tonë	☐ Më pak se 10 ☐ 10-49 ☐ 50-99 ☐ 100-249 ☐ 250-499 ☐ Më shum se 500			
Gjithsej Përvoja e Punës	☐ Më pak se 1 vjet ☐ 1-3 vjet ☐ 4-6 vjet ☐ 7-9 vjet ☐ Më shum se 10 vjet			

Në vijim janë të paraqitura shrehjet rreth **"Zotërimit Organizativ (Organizational Ambidexterity)**. Ju lutemi plotësoni kutinë e duhur.

1= Definitivisht nuk pajtohem   2= Nuk pajtohem   3= As pajtohem as nuk pajtohem

4= Pajtohem   5= Absolutisht pajtohem

1.	Firma jonë, është një firmë që kërkon ide të reja teknologjike, duke menduar jashtë "kornizës".	①	②	③	④	⑤
2.	Firma jonë, bazon suksesin në aftësinë e kërkimit të teknologjive të reja.	①	②	③	④	⑤
3.	Firma jonë, përgatit produkte ose shërbime inovative për kompaninë.	①	②	③	④	⑤
4.	Firma jonë, kërkon forma kreative për plotësimin e nevojave të klientëve.	①	②	③	④	⑤
5.	Firma jonë, në mënyrë agresive investon në segmentet e reja të tregut.	①	②	③	④	⑤
6.	Firma jonë, në mënyrë aktive orientohet drejt grupeve të reja të konsumatorëve.	①	②	③	④	⑤
7.	Firma jonë, merr përsipër përmirësimin e cilësisë dhe uljen e shpenzimeve.	①	②	③	④	⑤
8.	Firma jonë, në vazhdimësi përmirëson besimin në produktet dhe shërbimet e kompanisë.	①	②	③	④	⑤
9.	Firma jonë, përmirëson nivelet e automatizimit të punës së saj.	①	②	③	④	⑤
10.	Firma jonë, në vazhdimësi analizon nivelin e kënaqësisë së klientëve të kompanisë.	①	②	③	④	⑤
11.	Firma jonë, ofertën e rregullon si duhet, që të mbeten të kënaqur përdoruesit e kompanisë	①	②	③	④	⑤
12.	Firma jonë, vlerëson rregullisht kënaqësinë e klientëve aktualë.	①	②	③	④	⑤

Në vijim janë të paraqitura shrehjet rreth **"Kulturës Organizative (Organizational culture)"**. Ju lutemi plotësoni kutinë e duhur.

1= Definitivisht nuk pajtohem   2= Nuk pajtohem   3= As pajtohem as nuk pajtohem

4= Pajtohem   5= Absolutisht pajtohem

1.	Firma është një vend personal, është një lloj familjeje e zgjeruar dhe krijohet përshtypja se individët përkushtohen shumë.	①	②	③	④	⑤
2.	Udhëheqja e firmës në përgjithësi konsiderohet si një shembull administrimin, lehtësimin ose kujdesin.	①	②	③	④	⑤
3.	Stili i administrimit të firmës karakterizohet me punën në ekip, konsensusin dhe bashkëveprimin.	①	②	③	④	⑤
4.	"Shtylla" që e mban firmën të bashkuar është lojaliteti dhe mirëbesimi. Përkushtimi në kompani është në një nivel të lartë.	①	②	③	④	⑤
5.	Firma thekson zhvillimin e kuadrove dhe regjistrohet besim i madh, transparencë dhe bashkëveprim.	①	②	③	④	⑤
6.	Firma definon suksesin në mbështetje të zhvillimit të resurseve njerëzore, punën në ekip, përkushtimin e punonjësve dhe kujdesin e individëve.	①	②	③	④	⑤
7.	Firma është një vend sipërmarrjeje dinamik. Individët janë të gatshëm të rrezikojnë dhe të rrezikojnë vetveten.	①	②	③	④	⑤
8.	Lidershipi i firmës në përgjithësi konsiderohet si një shembull për sipërmarrjen, inovacionet dhe marrjen e rrezikut përsipër.	①	②	③	④	⑤
9.	Stili i menaxhimit të firmës karakterizohet me rrezikun që merret përsipër individualisht, inovacionet, lirinë dhe veçantinë.	①	②	③	④	⑤
10.	"Shtylla" që e mban firmën të bashkuar është përkushtimi në inovacionet dhe zhvillimin. Theksohet pozicionimin në vendin e parë.	①	②	③	④	⑤
11.	Firma thekson sigurimin e resurseve të reja dhe mundësimin e sfidave të reja. Respektohet përpjekje për mundësimin e risive dhe kërkimi i mundësive të reja.	①	②	③	④	⑤
12.	Firma definon suksesin në bazë të produkteve të veçanta dhe të reja. Kompania është lidere e produkteve dhe inovatore.	①	②	③	④	⑤
13.	Firma është orientuar drejt rezultateve. Kujdesi kryesor është përfundimi i punës së filluar. Individët janë konkurrent dhe të orientuar drejt sukseseve.	①	②	③	④	⑤
14.	Lidershimi i firmës kryesisht konsiderohet si shembull i mirë që ka për qëllim paramendimin, që nuk është agresiv dhe është orientuar drejt rezultateve.	①	②	③	④	⑤
15.	Stili i menaxhimit të firmës karakterizohet me konkurrencën e madhe, kërkesat e larta dhe arritjet.	①	②	③	④	⑤
16.	"Shtylla" që e mban firmën të bashkuar është theksimi i arritjeve dhe arritja e qëllimit.	①	②	③	④	⑤
17.	Firma thekson veprimet dhe arritjet e konkurrencës. Dominojnë përmbushja e qëllimeve dhe shtrirja në treg.	①	②	③	④	⑤
18.	Firma definon suksesin në bazë të shtrirjes në treg dhe tejkalimit të konkurrencës. Çelësi është lidershipi konkurrues në treg.	①	②	③	④	⑤
19.	Firma është një vend i kontrolluar dhe i strukturuar. Procedurat formale zakonisht rregullojnë veprimet e individëve.	①	②	③	④	⑤
20.	Lidershipi i firmës kryesisht konsiderohet si një shembull i koordinimit, organizimit dhe funksionimit të papenguar.	①	②	③	④	⑤
21.	Stili i menaxhimit të firmës karakterizohet me sigurinë e punësimit, harmonizimin, aspektin e parashikimit dhe stabilitetin e raporteve.	①	②	③	④	⑤
22.	"Shtylla" që e mban firmën të bashkuar janë rregullat dhe politikat stabile. Me rëndësi është që kompania të funksionojë pa pengesa.	①	②	③	④	⑤
23.	Firma thekson stabilitetin dhe vazhdimësinë. Me rëndësi janë edhe efikasiteti, kontrolli dhe funksionimi i papenguar.	①	②	③	④	⑤
24.	Firma definon suksesin në bazë të efikasitetit. Elementet kryesore janë dërgesat e sigurta, shpërndarja e papenguar dhe çmimi i ulët i prodhimit.	①	②	③	④	⑤

JU FALEMINDERIT PER KOHEN.

T.C.
SELÇUK ÜNİVERSİTESİ

Sosyal Bilimler Enstitüsü Müdürlüğü

CURRICULUM VITAE

Name and Surname	Zejnepe AJDAROVSKA
Birth Place	Skopje (Macedonia)
Birth Date	19.02.1992
High School	Dr. Pance Karagozov, Skopje, Macedonia
Bachelor Degree	State University of Tetova- Business Administration
Master Degree	Selcuk University- Business Administration
Work Experience	Almost, one year working in the Institute for Rehabilitation of Children and Youth Skopje, Macedonia. Practically, one year volunteering as nurse at the Children's Clinic in Skopje, Macedonia.
Publications	ATTAR, M., ÇAĞLIYAN, V., & AJDAROVSKA, Z. (2017). The Effect Of Ethical Leadership on Employees'job Satisfaction: A Study on Municipalities in Konya. Kastamonu Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 19(4), 18-35.
Achievements	09/2014, Accepted to Turkey Government Scholarship program for graduate students (Anadolu Scholarship Program)
E-mail	zejnepe.ajdarovska@outlook.com