

## Ambidextrous performance according to entrepreneurial vigilance Applied research in the oil products distribution company

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### Abstract:

The research aims to define the role of entrepreneurial vigilance in its dimensions in improving the activities of the entrepreneurial vigilance in its dimensions in the researched company, and the importance of the research is evidenced by assisting the oil products distribution company / session in directing the interest of the researched company because it has a prominent role in the Iraqi industrial community to the variable entrepreneurial vigilance that contributes to Building a sustainable competitive advantage. This will happen when the company has an entrepreneurial orientation and a good strategic plan is built by the ambidextrous leaders in the research company.

The researcher adopted the method of the analytical approach to complete the research, and the research community represented by the Petroleum Products Distribution Company was selected, and the administrative leaderships were chosen, in addition to choosing the intentional sample method, as the research sample reached (116) persons distributed to the administrative leaderships, and the questionnaire was adopted as a main tool In the research, it was based on personal interviews, field visits, and personal observation, The results of the research indicate the convergence of the results for the entrepreneurial vigilance variable and the ambidextrous performance variable in terms of arithmetic mean and standard deviations of the petroleum products distribution company.

**Keywords:** entrepreneurial vigilance, assessment and judgment, surveying and research, ambidextrous performance, exploitation opportunities and exploring opportunities..

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### Introduction:

Business organizations seek to win the competition field to maintain their position in the market, and to move out of the scope of their narrow business environment into a wider scope to reveal the existing and potential opportunities in their competitive environment and how to invest these opportunities, both in the local and international markets together to achieve a ambidextrous performance in those markets, and because of this The role played by such organizations has acquired the status of leadership in the business world, as they seek to use innovative and new methods in order to outperform competitors. Whereas, the goal of each organization has become the business of reaching entrepreneurship, and the ability of organizations to achieve entrepreneurship is determined by the ability of the individuals within them, through the efforts made by them that contribute to enhancing and creating new value.

From the above, the current research aims to know the role of entrepreneurial vigilance in ambidextrous performance and to know which dimensions are of importance to the company and the research community (Oil Products Distribution Company / Session), as the company faces many challenges and difficulties in the research community to stay and continue in competition due to the intensity of competition and the entry of many organizations into the Iraqi market As well as changing the desires and tastes of the customer and increasing the pressures of the Iraqi market, which requires appropriate solutions to the problems it faces, which requires building entrepreneurial strategies to meet the challenges in its competitive environment for the purpose of achieving survival and continuation of work.

Through this, the objectives of the research were achieved, as it was structured on four main axes, which included the first axis the research methodology, the

second axis the theoretical aspect of the research variables, the third axis the applied aspect of the research, and the fourth axis the conclusions and recommendations.

### The first topic - research methodology

This topic deals with identifying the research problem, its importance, its objectives, the hypothetical outline of the research, its hypotheses, the research community and sample, and the means of collecting data and information as follows:

First: the research problem

Industrial organizations seek to raise the level of their business and future plans to maintain their market share and provide the best products and services they have to meet the requirements of society. Industrial organizations must respond to environmental changes due to the intensity of competition, and the accelerated work towards providing advanced products that suit the desires of customers And their needs, and in light of this development, organizations must search for a deeper philosophy and a more comprehensive vision that depends on choosing areas that guarantee their superiority and achieving ambidextrous performance through entrepreneurial vigilance, which has become an urgent necessity for organizations operating in dynamic environmental conditions and a state of uncertainty. From here we can formulate the research problem, following questions:

- 1- Does the management of the researched company have a clear idea of entrepreneurial vigilance?
- 2- Is there a correlation between entrepreneurial vigilance and ambidextrous performance?
- 3- Does entrepreneurial vigilance affect ambidextrous performance?

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### Second: The importance of research

The importance of the current research can be centered around the analysis of the role of entrepreneurial vigilance and its effect on ambidextrous performance as it has become an important source of competitive advantage. As the organizations today seek to develop entrepreneurial ideas, which play a fundamental role in ensuring their success, the research derives its importance through the variables that the current research sheds light on, in addition to that, the importance can be focused on the following:

- 1- The current research is characterized by addressing a vital and modern issue in the literature related to entrepreneurship, as entrepreneurial vigilance represents the focus of researchers' interest in the field of entrepreneurial research at the present time.
- 2- Directing the interest of the research sample to the concept of ambidextrous performance that helps in entrepreneurial vigilance by familiarizing the research sample with its internal environment, diagnosing strengths and weaknesses and knowing the opportunities and challenges in its external environment for the purpose of making and taking the appropriate decision for it.
- 3- Directing the attention of the researched company, because of its prominent role in the Iraqi industrial community, to the entrepreneurial vigilance variable that contributes to building a sustainable competitive advantage, and this will happen when the company has an entrepreneurial orientation and builds a good strategic plan by the ambidextrous leaders in the researched company.

### Third: Research objectives

The main objective of the research marked is the effect of entrepreneurial vigilance on the ambidextrous performance of the Iraqi industrial organizations, represented by the research sample, which is the Oil Products Distribution Company.

- 1- Explain the role of the entrepreneurial dimensions of vigilance in ambidextrous performance and which dimensions are most relevant and influential in ambidextrous performance.
- 2- A statement of the effect of entrepreneurial vigilance in improving the performance of the researched company.

### Fourth - hypothesis outline for the research

The hypothesis plan for the research is designed based on the problem, importance and objectives of the research, which expresses the interrelationships between the two variables of the research and how entrepreneurial vigilance can contribute to ambidextrous performance  
A-The independent variable: The entrepreneurial vigilance and its dimensions represented in the following:

1. Evaluation and judgment
2. Survey and research

B-The dependent variable:

The ambidextrous performance and its dimensions represented by the following:

1. Exploration opportunities.

2- Exploitation opportunities separate letters to annotate nouns in the state of absence, duality, pluralism, and feminism.

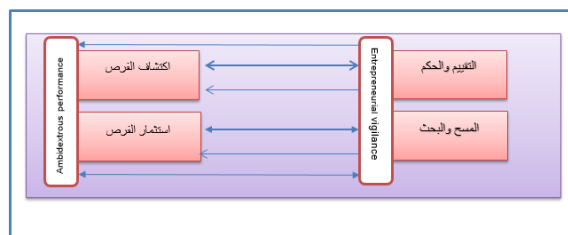


Figure (1) the hypothetical outline of the research

### Fifth - research hypotheses

Based on the research problem and objectives, and with the help of the hypothetical outline of the research, the main and subsidiary research hypotheses were determined as follows:

The first major subset: There is no correlation between entrepreneurial vigilance and ambidextrous performance. This main sub-hypothesis is divided into sub hypotheses:

(1-1) There is no significant correlation between entrepreneurial vigilance and exploration of opportunities.

(1-2) There is no significant correlation between entrepreneurial vigilance and opportunity Exploitation.

The second main hypothesis: entrepreneurial vigilance has no effect on ambidextrous performance. From this hypothesis, the following sub-hypotheses are divided:

(2-1) There is no significant effect of entrepreneurial vigilance in exploring opportunities.

(2-2) There is no significant effect of entrepreneurial vigilance in exploiting opportunities.

### Sixth - Building a search scale

The research data were obtained by preparing the questionnaire based on a number of ready-made measures after they were adapted to suit the purposes of the current research. Table (1) shows the main questionnaire variables, their sub-dimensions, and the measures adopted in their preparation:

### Seventh - the research community and sample

The Oil Products Distribution Company was chosen as a community for research, and it is one of the companies affiliated with the Ministry of Industry and Minerals, taking into account that the company has a remarkable

Source	sequence	Number of paragraphs	Sub Variables	Main variables
Tang et al. , (2012) Tang et al. , (2008)	50-47	4	Evaluation and judgment	Entrepreneurial vigilance
	58-55	4	Survey and search	
(Abboudi and Khroufa, 2018) (Al-Ani and Hussein, 2018)	29-25	5	Exploitation	ambidextrous performance
(Dawood, 2018)	34-30	5	Exploration	

work activity in the Iraqi markets, due to their cooperation with the researcher to provide data and

information and facilitate his task in completing field research.

**Research sample:** as the questionnaires were distributed to the administrative leaderships (General Manager, Associate General Director, Head of Department, Division Director) of the Petroleum Products Distribution Company

**Eighth: Research limits: The current research is determined by what follows**

A- Human Limits: The research sample was chosen from (General Manager, Deputy General Manager, Department and Divisional Directors) in the Petroleum Products Distribution Company. The research sample was distributed according to (gender, age, qualification, and length of service).

B - Spatial boundaries: the researcher chose the oil products distribution company to implement the research.

C- Temporal limits: The period of carrying out the research lasted for a month, during which the questionnaire was distributed to the administrative leaderships, during which data were collected from the research sample.

**Ninth: Methods of collecting data and information**

a. The theoretical aspect: represented by books, periodicals, research, journals, studies, letters and scientific treatises, as well as making use of the information network (the Internet).

B. The application side: The researcher relied on the questionnaire form as the main method for collecting data and information because it is the method most in line with the nature of the current study. The questionnaire was designed according to the research objectives and hypotheses. It included two main parts. The research dimensions represented by (entrepreneurial vigilance, ambidextrous performance). And the use of (the five Likert scale) in determining the answer to the paragraphs of the questionnaire.

**Tenth: means of statistical analysis**

Statistical analysis (Spss) was used to enter and analyze research data, and among the most important statistical tools that were used in the application side are the following:

1- Descriptive statistical methods: are used to verify the centralization and dispersion of the research sample responses, as follows:

a. Arithmetic mean: to determine the level of response of the sample members to the research variables.

B. Standard deviation: to know the level of dispersion of the response values from their arithmetic mean.

C. The difference coefficient: to analyze the results of the answers of the members of the research sample and indicate the amount of difference in the values from the arithmetic mean.

**2- Analytical statistical methods:**

a. Spearman's correlation coefficient: used to measure the strength of the relationship between the two variables.

B. Simple Linear Regression Coefficient: used to test the effect of the independent variable on the dependent variable.

**The second topic: the intellectual philosophy of research variables**

First: entrepreneurial vigilance

1- The concept of entrepreneurial vigilance

Entrepreneurial vigilance is seen as the application of unique schemes that allow the entrepreneur to impose meaning on environmental change that will not be incorporated by other managers. Likewise, it is the decisive economic driver of a dynamic and competitive entrepreneurial process, as well as vigilance that allows entrepreneurs to know and find opportunity (Valliere, 2013: 430).

Entrepreneurs are looking for opportunities to better meet customers' needs and desires. The successful entrepreneur who exercises vigilance with opportunities and moves to take advantage of these opportunities is rewarded with profits. The businessman who speculates better than others about the future state of the market is able to "buy at low prices and sell at high prices." Successful entrepreneurs are able to access tacit knowledge, "practical work-related knowledge that has been learned informally through job experience," and this access has a positive effect on their ability to recognize opportunities and improve decisions related to those opportunities. Successful people have a comparative advantage in forming mental connections between elements of the environment. By making unique connections, an entrepreneur can develop a product that has more consumer appeal than competitors can offer (T. Gray & Wert-Gray, 2012: 107).

Entrepreneurial vigilance is an entrepreneur's mental method of potential. Entrepreneurs often link their own business models with recent enterprise trends to identify imbalances in the external market and coordinate relevant actors to restore market balance and capitalize on opportunities. Vigilance aims to allocate the attention and energy of entrepreneurs as it enables them to provide the maximum possible benefit. )

1. Mindfulness promotes self-determination and a sense of competence by creating unique and new ideas and developing actions from these ideas.

2- Searching for new opportunities with high potential and investing the current high-yielding resources.

3- Searching for opportunities they know best, as stimulating entrepreneurs create a haven of psychological safety in which they have full discretion over their behavior.

By looking at the scientific literature, it is possible to know the contributions of researchers in the field of entrepreneurial vigilance from (2015-2018) as in Table (2) below:

Table (2) definitions of entrepreneurial vigilance

Year	Definition	Year	Author(s)
2015	An individual's ability to observe and pay attention to the needs of other people, and to respond to a market factor affecting the way in which opportunities are conceptualized and accessed by entrepreneurs.	2017	Touq
2015	The ability to notice opportunities and search for them better than others.	2017	Luqman, B. H. M.
2016	Final interactions, including to take action and make assessments on the existence of profitable business opportunities.	2018	gaid

according to researchers' opinions for the period (2015-2018)

By looking at the above definitions, the procedural definition of the research can be touched upon, as entrepreneurial vigilance refers to the ability to notice and discover opportunities through which the entrepreneur can sell at high prices and buy at low prices.

**Fourth: The importance of entrepreneurial vigilance**

The importance of entrepreneurial vigilance lies in marketing the fruits of research and development efforts, meeting market needs, and creating high-value job opportunities, as it can be summarized as follows:

- 1- Entrepreneurial vigilance for opportunities is very important, because it has become an important part of a large amount of entrepreneurship research as research has shown that alertness to employment opportunities is an important part of the entrepreneurial process of new activities (Puhakka, 2011: 85).
- 2- Mindfulness is critical to identifying rapid changes in the environment associated with making decisions and predicting the value of opportunities, as vigilance plays a pivotal role in improving entrepreneurial behavior by helping not only identify patterns and opportunities in the early stages of company development, but also forms an ongoing basis for adaptation to Entrepreneurship during the development phase of opportunities (Patel, 2018: 3).
- 3- Emphasizing that entrepreneurial vigilance is of great importance not only for entrepreneurship and innovation, but also for general career development and adaptive professional behavior in the world of work today (Obschonka et al., 2016: 3).

The researcher believes that the importance of entrepreneurial vigilance is the ability to successful entrepreneurial thinking and also depends on observation and perception of opportunities as identifying and discovering opportunities is the central point of vigilance

**Fifth: The components of entrepreneurial thinking**

Entrepreneurial thinking is the way in which thinking is done in what suits the company and the opportunities that are available to it by taking advantage of uncertainties, as it is a creative and conscious endeavor to exploit opportunities, through rapid perception and active response. It can be described as thinking through which new opportunities can be explored and then invested even under conditions of high uncertainty, and

entrepreneurial thinking can be a collective or individual phenomenon, and this type of thinking can be important for both individuals, managers and employees in the company where entrepreneurs play A very important role. (Sheppard, et.al. 2009 ) There are four main components of entrepreneurial thinking, namely: (Aldawod, 2012: 3))

**a. Entrepreneurial opportunities:**

These refer to the ability to handle information in a different way than others deal with it, and this information comes from the survey and environmental awareness. This information helps to identify these entrepreneurial opportunities, and these are the first steps that lead to creating wealth. Entrepreneurial opportunities are more distinguished in markets where new products, renewable resources, and new regulatory methods appear.

**B. Entrepreneurial Vigilance:**

Entrepreneurial vigilance is referred to as flashes of super vision. Individuals with entrepreneurial vigilance have the ability to predict and determine when new goods and services become more practical or existing goods and services unexpectedly become valuable to customers. It is this insight resulting from entrepreneurial awareness that leads to pursuing entrepreneurial opportunities and stimulates the development of entrepreneurial culture and entrepreneurial leadership in the company.

**c. Logical and Realistic Choices:**

It means allocating the company's resources in a way that balances the risks with the returns obtained. It works to enhance strategic flexibility and helps organizations and entrepreneurs who deal with uncertainties to follow up and identify entrepreneurial opportunities, and may reduce the volume of lost resources and increase the likelihood that the company will focus on the most valuable entrepreneurial opportunities.

**D. Entrepreneurial framework:**

Entrepreneurial thinking can work on the possibility of creating wealth and value when it is used within the context of the entrepreneurial framework, and that the entrepreneurial framework includes a set of activities represented in setting goals, identifying opportunities, and determining the time required accompanying the process of launching strategies to take advantage of entrepreneurial opportunities . The figure below shows the components of entrepreneurial thinking

**Seventh: Dimensions of entrepreneurial vigilance**

The novelty of the concept of entrepreneurial vigilance and the lack of available studies in depth on it required the researcher to conduct a wide and lengthy investigation of this variable, and after extensive investigation and research, a few studies were reached that dealt with the dimensions of entrepreneurial vigilance in a clear and accurate manner. Therefore, the researcher resorted to building a scale for the concept (dimensions of entrepreneurial alertness) by relying on previous studies, and the dimensions that will be covered are as follows:

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### 1- Evaluation and judgment

An important part of entrepreneurial vigilance is the judgment aspect and thus broadening the boundaries of vigilance by adding a dimension: evaluation and judgment. In assessing and assessing whether the opportunity arises from new information, the businessman exercises judgment that involves two stages: (1) Attention and third-person opportunity; And (2) evaluation and first-person opportunity. The first stage occurs when an individual believes there is a potential opportunity for someone (for example, a third-person opportunity). It may not present an opportunity for everyone, but only for those with the right qualities. In the second stage, the third person opportunity activates another evaluation process when the entrepreneur decides whether it is his or her opportunity (i.e., the first person opportunity). Basically, believing that there is an opportunity for an outside party does not necessarily mean that it has the right combination of knowledge and the drive to invest it. If a potential entrepreneur believes the opportunity might be positive, he is likely to assess his willingness to tolerate doubts, and decide whether to take advantage of the opportunity by engaging in entrepreneurial action. Mindfulness theory addresses the attention stage of evaluation and focuses on judging changes, shifts, or new information and determining whether it will reflect a business opportunity with profit potential. Note that the evaluation here does not entail actual release and capitalization of the opportunity, only if there is an opportunity (McMullen and Shepherd, 2006: 43)

After the businessman surveys, examines and audits the environment, linking previously dispersed information, and then assessing whether the newly designed information fits with his current knowledge of frameworks by matching the new information with prototypes and their models for commercial opportunities, the evaluation and judgment dimension also allows the entrepreneurial vigilance of pioneers. Businesses judge the content of new information, filter out unnecessary information, and make an assessment of whether the new information reflects any potential business opportunity. By doing this, it enhances the "situational awareness" of the entrepreneurs. Alternatively, the evaluation may require individuals to obtain additional insights through research in order to adjust and reconsider relevant alternatives as it helps entrepreneurs to obtain more information and make more accurate assessments about the potential of the new business idea (Lehrer, 2008).

Entrepreneurs typically process relevant and available information when individuals receive multiple messages sent through different channels, and they usually make consecutive selections from among all possible messages based on relevant and reconstructed stored information. To do this, survey and search require that the information be sorted through Pairing and connecting. Relevant information is raised from time to time by making ratings. This unit of knowledge can disappear and reappear over and over again, a phenomenon called the

"emergence hypothesis." The more it appears again, the more likely it is that one can decide whether the new concept matches their own framework of interpretation and thus represents a business opportunity (Tang et al., 2012: 81).

The process of social inference is characterized by the human desire to use strategies to convey information through the cognitive system quickly because our cognitive structures (such as diagrams, texts, frameworks, stereotypes, etc.) tend to be severely abstract (often referred to as individuals who retrieve the information). Organized or recreated and quickly make judgments before closing windows of opportunity, with the phrase "misperceptions" in fact, assessment and judgment acts as a filter that determines which patterns will be recognized and attended. It reflects one's ability to develop insight into the value of specific information that others ignore. Making judgments for entrepreneurs to feel the opportunities and choose between multiple possibilities, which is the commercial acumen that helps businessmen envision the future with meaningful business opportunities.

This dimension is consistent with detection theory, which indicates that there are four situations when individuals try to identify the opportunities that exist: correct identification (the presence of the stimulus and the perceiver concludes that it exists), false alarm (the stimulus does not exist and the perceiver concludes that it exists), absent (the stimulus is present but the perceived fails. In recognition of it), or correct rejection (the stimulus is not present and the perceived concludes that it does not exist). Therefore, signal detection theory indicates that the more the entrepreneur's ability to make a decision about correct information is better, the more likely he will get a "result" or "correct identification."

### 2- Scanning and searching

The survey and search process is a constant alert for entrepreneurs to be persistent and unconventional in their attempts to explore new ideas. This dimension of vigilance also helps entrepreneurs build a wide range of searched information that is an individual's perceptual storehouse, which provides a concise storage of information. , Which enhances the development of the individual's knowledge base implicitly as tacit knowledge is acquired during an individual's experience in a specific field. Explicit knowledge refers to knowledge and information outside of the individual that can be easily shared with others. As both implicit and explicit knowledge facilitate the integration and accumulation of new knowledge as well as adaptation to situations. Surveying and searching can also occur when an entrepreneur begins to search for answers to a determinant (Tang et al., 2012: 79).

Entrepreneurial vigilance enables the ability to continuously survey, research and evaluate external conditions to review, update and define the knowledge structures needed to acquire opportunities. As a blueprint, vigilance allows the entrepreneur to fill these gaps in knowledge resources repeatedly by checking and

updating processes related to carrying capacity when an opportunity is developed (Patel, 2018: 2). Stimulation in terms of market environments and incentives, while approaching it from a perceptual perspective, examines how individuals' methods can contribute to maintaining the status quo through heightened alert for opportunities (Tang et al., 2007: 276). People with a high degree of entrepreneurial vigilance tend to look for and notice changes in the environment and modify their current mental frame that does not match the current available information. They also tend to have a more complex and adaptive mental frame. Scholars have argued that proactive personality is one of the critical determinants of business vigilance for opportunity, given that identifying opportunities is a process that usually involves personal initiative. We suggest that entrepreneurial vigilance will partly take into account the relationship between proactive personality, limitless, functional situations and adaptive ability. The importance of being alert for opportunities in searching for jobs and it has also been argued that the recognition of opportunities is not limited to the creation of new projects, but is related to contemporary career theory and scientific research similar to entrepreneurs, individuals maintain their work through external networks. (Uy et al. 2014: 9). Also, behavioral differences can highlight why some individuals recognize opportunities while others are not aware of it, despite the emergence of it as the hallmark of entrepreneurial behaviors (Li, 2013: 34).

#### **First:**

##### **The ambidextrous performance**

###### **1- The concept of ambidextrous performance**

The roots of the word (Ambidexterity) go back to (1976) and it is a Latin word, which means the ability of an individual to use both hands at the same time (Karrer & Fleck, 2013: 2) (Nohman, 2015: 2) and the first to invent this term It is (Duncan) in light of previous studies by a number of researchers such as (Burns & Stalker, 1961) (Thompson, 1967) which emphasized the need for organizations to adopt multiple organizational structures for the purpose of implementing current innovations and evaluating new innovations (Ji et al, 2015: 359). Proficiency is one of the most important topics that aroused the interest of researchers, as it gained influence in scientific research as a basic ability to achieve the sustainable competitive advantage of organizations (Comez et al, 2011: 77), and (Huang, 2010: 3) indicated that ambidextrous performance has become a trend. It emerges in both the fields of organizational management and knowledge management, as the main idea of ambidextrous performance is to deal simultaneously with the integrated activities of the organization's ability to adapt to changes in order to obtain efficiency and flexibility at all organizational levels, as well as the formation of strategic differences, and (Clercq et al, 2012: 5-6) The term dexterity refers to the ability to p to pursue two divergent things at the same time such as (exploration and Exploitation ), (efficiency, flexibility,

alignment, and adaptability), (innovation, differentiation), low-cost strategic positioning or vertical integration, and local global response. The concept of ingenuity is applied at the level of team operations and the influence of individual creativity in solving problems is achieved through the effects of shared vision and confidence at the team level (Tempelaar, 2010: 75) .. Table (3) shows a set of definitions related to ambidextrous performance.

From the researcher's point of view, smart performance is an organization's ability to seek exploration and Exploitation , and its ability to invest current competencies, explore new opportunities and improve existing knowledge.

#### **Second:**

##### **The importance of ambidextrous performance**

Ambidextrous performance is linked to long-term success as it seeks to achieve a balance between exploration and Exploitation simultaneously, and the scientific literature has identified the importance of ambidextrous performance as follows:

1- The ambidextrous performance is important in the management's practice of its business, taking into account the characteristics of the competitive environment in which the organizations operate, and the need for both exploration and Exploitation . (Ortego & Azorin, 2018: 85)

2- Its importance across the fields of (strategic management, innovation and technology management, organizational learning and adaptation, organization theory, and organizational behavior) (Simsek, 2009: 597).

(Hussein and Al-Ani, 2018: 279) indicated another importance of ambidextrous performance: 3- The importance of ambidextrous performance appears in enabling business organizations to diversify their skills, as it combines current opportunities and future visions in an environment characterized by a high degree of uncertainty and the need to develop capabilities. Access to opportunities, which is one of the conditions for the success of organizations.

#### **Third:**

##### **The entrances to the ambidextrous performance**

###### **1- Structural prowess:**

Structural prowess is an organizational design or form that not only contains separate sub-units for exploration and Exploitation , but also specializations, systems, incentives, processes and cultures for each unit, so the ability of the top management to integrate the sub-units for exploration and Exploitation at the level of the organization to achieve that excellence in The activities of the distinguished organizational units (Schudy, 2010: 6), so the structural prowess depends on the structural separation between the different units that focus on exploration and Exploitation (Reynaert, 2018: 16)), and the structural prowess is achieved by developing structural mechanisms to deal with the required competition facing the organization from For

adaptability and resilience (Armor, 2015: 5). Adaptation simultaneously across the entire business unit, and this type of ingenuity depends on the systems, incentives, and processes that shape individual behaviors in the organization (Brion et.al, 2010: 4), and contextual ingenuity is achieved by building a set of processes or systems that empower and encourage individuals To make their own judgments and decisions about how to divide the time between the different demands for suitability and adaptability (Shoba, 2017: 24), one of the advantages of contextual ingenuity is the achievement of the organization's ingenuity in an uncomplicated business environment (Allen, 2013: 11-12). The contextual aspects of dexterity are (discipline, outreach, support, trust).

## **2- Sequential ingenuity:**

Sequential ingenuity is considered as a category of adept performance because the concept of ingenuity depends on effective organizational ability to manage Exploitation and exploration simultaneously, and sequential ingenuity indicates (by cross-balance) in which periods of Exploitation and periods of exploration succeed (Boukamel & Emery, 2017: 7). Sequential ingenuity can achieve skill over time even though the organization focuses on resources in one specific direction. The advantage of this type of sequential dexterity allows organizations to apply to projects to apply different management methods at various stages (Jacobsson et.al:2018:18) Sequential ingenuity relies on a succession of parallel structures that focus on exploration or Exploitation (Reynaert, 2018: 13-16).

## **Fourth:**

### **Dimensions of ambidextrous performance**

#### **1.Exploring opportunities:**

Exploring new opportunities represents the organization's ability to move quickly towards new opportunities, readiness to adapt to volatile markets, and lead to the emergence of new customers and markets, and the formation of new distribution channels. The search for new opportunities requires new knowledge that differs from current knowledge and is distinguished by research, and difference And flexibility, therefore, activities searching for new opportunities aim to develop a new product and create innovative products, processes or services (Looy et al. 2005: 5) (Simsek, 2009: 602). Exploration is linked to several activities, including research, difference, risks, flexibility. Experimentation, radical innovation, diversification, creation of new products, processes and services and long-term behavior (Kalgovas et al, 2014: 3). Exploration benefits from organizations in the long term from increasing their effectiveness in terms of market share growth, sales growth and the introduction of new products (Abuzaid, 2016). : 331), and that opportunities are explored by individuals through their search for opportunities to improve current processes or technology, products, services, and work relationships, and the extent to which they distinguish opportunities for positive improvements in their work, units, or even with the organization's customers (Mazhar, 2017: 10)

## **2-Exploitation opportunities:**

Pai (2007: 24-25) indicated that the optimal Exploitation of opportunities represents the ability of the organization to improve activities to create value in the short term, as it is designed to meet the needs of existing customers in the current markets, and seeks to expand existing knowledge and skills as well as expand existing products and services. With the increase in the existing distribution channels as well. And that the Exploitation of opportunities includes all the opportunities in the work environment of the organization, which represent possibilities for growth and obtaining a sustainable competitive advantage (Hammoud and Al-Sheikh, 2010: 57). Exploitation is linked to several activities, including improvement, selection, efficiency, production, implementation, refinement, revision, radical innovation. And reduce disparity ... etc. (Andersen et al, 2017: 135) and (Miles & Darroch, 2006: 496) added that there are opportunities that appear outside the organization's strategy or have nothing to do with the current strategy, but actively evaluating opportunities outside the strategy on the basis of opportunities may tend With market formulations, to identify future opportunities, as it increases the strategic resources of the organization with goals and moves in the direction of balance between expansion initiatives and complex strategic integration.

## **The third topic : the practical side**

First:

### **Presentation and analysis of the sample's responses to the research variables**

The researcher used Likart's five-point scale (Likart), which consists of five categories, which range from completely agreed, which obtained the highest rank (5) in the scale, to completely disagreed, and which received the lowest rank (1) in it.

For the purpose of covering the applied side of the research, the questionnaire was distributed to the senior leaders of the Oil Products Distribution Company and the research sample numbering (166) people in order to get acquainted with their views on the entrepreneurial vigilance , so the responses of the research sample will be clarified.

A: Description of the research sample responses to the independent variable (entrepreneurial vigilance) (Vigilance entrepreneurial) consists of four sub-variables for each of these variables sub-questions completed , The answer to it is within the questionnaire presented to the administrative leaders of the Oil Products Distribution Company for a sample of research. These dimensions included (evaluation and judgment, survey and search). We note through Table (6) the results of the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the variable (vigilance) Entrepreneurial) for the Oil Products Distribution Company, the entrepreneurial vigilance variable obtained the arithmetic mean (3.84), which is a very high tendency for the members of the research sample, and a standard deviation of (0.57), which indicates the presence of homogeneity and harmony in



the answers of the sample members, while the coefficient of variation reached (14.84) And the relative importance (76.8%). The results indicate that there is interest in the entrepreneurial vigilance variable of the sample researched in the Oil Products Distribution Company and to the active role of the senior leadership in the company by identifying profitable opportunities in the market and investing them to obtain the largest returns and maintain the company's entrepreneurial in the market.

Table (6) the arithmetic mean, standard deviation, coefficient and relative importance of the variable total entrepreneurial vigilance

relative importance	coefficient of variation	standard deviation	arithmetic mean	Variables
76.8	14.84	0.57	3.84	entrepreneurial vigilance

**These exclusions will be clarified as follows:**

### 1- Evaluation and judgment

This dimension (evaluation and judgment) in the measurement tool includes (4) paragraphs according to the five-point Likert scale, table (7) shows the arithmetic mean, standard deviation, coefficient of variation and relative importance, as the total arithmetic mean of this dimension reached (3.80), which is a very high tendency for the members of the research sample And with a standard deviation of (0.73), and this result indicates harmony between the answers of the surveyed sample, and the value of the coefficient of variation for this dimension was (19.21). This percentage indicates the homogeneity of the views of the researched sample, and the relative importance reached (76) and we conclude from this that there is harmony in The opinions of the research sample about the dimension paragraphs, and based on and based on the results of Table (7), we can clarify the important points related to the analysis of the answers of the members of the researched sample as follows:

Paragraph (X1) and its content (the company's management is sensitive to the direction of profitable opportunities) indicated a very high tendency for the individuals of the research sample about the paragraph, and this was confirmed by personal interviews, as it indicates that the company's management is sensitive to profitable opportunities through vigilance and attention to opportunities in the market and work On the Exploitation of these opportunities, the result of the arithmetic mean indicated (3.64), which is a very high tendency for the members of the research sample, and they ranked fourth, and this is confirmed by the result of the standard deviation that reached (1.00) and this is consistent with the answers of the sample while the coefficient of variation was recorded (27.47). The relative importance reached (72.8%), according to the sample answers, and we conclude that there is a vigilance for opportunities in the market, which allows the company to obtain a large market share.

B- Paragraph (X2) and its content (the company's management has the ability to distinguish between profitable and unprofitable opportunities) explained that

it had an account mean of (3.90), which is a very high tendency for the members of the research sample, and this is what the personal observation indicated as the company's management owns The ability to distinguish between profitable opportunities, and it was ranked first. This is confirmed by the standard deviation of (0.91), which is consistent with the answers of the surveyed sample with a variation factor of (23.33), while the relative importance is (78%).

C- Paragraph (X3), which includes (the company's management has the ability to identify high-value opportunities regardless of low-value opportunities) came in second place, as it recorded an arithmetic mean of (3.90), which is a very high tendency for the research sample, and the paragraph was recorded A standard deviation of (0.74) and this is consistent with the answers of the research sample, as the company's management has the ability to identify opportunities of high value and work on investing them, as the difference coefficient was estimated (18.97) and with a relative importance of (78%).

D- Paragraph (X4) and its content (the company's management is able to identify good opportunities when faced with multiple opportunities) refers to an arithmetic mean (3.80) and a very high inclination for the members of the research sample and ranked third with a standard deviation of (0.91). This is consistent with the sample answers. Although the paragraph is less than the previous paragraph, it has a high inclination, harmony and consensus in the opinions of the research sample. The coefficient of variation (23.94) and relative importance (76%) were also recorded, which is consistent with the views of the sample.

Table (7) the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the (evaluation and judgment) dimension.

### 2- Survey and search

The (survey and search) dimension in the measurement tool includes (4) items according to Likert's five-point scale. Table (8) shows the arithmetic mean, standard deviation, coefficient of variation and relative importance, as the total arithmetic mean of this dimension reached (3.89), which is a very high tendency for the members of the research sample, With a standard deviation of (0.54), this result indicates the harmony between the answers of the surveyed sample, and the value of the coefficient of variation for this dimension was (13.88). This percentage indicates the homogeneity of the views of the researched sample, and the relative importance reached (77.8) and we conclude from this that there is harmony in opinions The research sample about the dimension paragraphs, and based on and based on the results of Table (8), we can clarify the important points related to the analysis of the answers of the members of the researched sample as follows:

A- Paragraph (X5) and its content (the company's management has frequent interactions with others to obtain new information) was interpreted in the second place, as the arithmetic mean reached (4.02), which is a very high tendency for the research sample with a



standard deviation of (0.56), which indicates harmony in The answer of the sample members, and this is confirmed by the coefficient of variation (13.93) and the relative importance that reached (80.4). These results indicate the company's ability to obtain sufficient information it needs in carrying out its work without any obstacles.

B- Paragraph (X6) and its content (the company's management follows up on new business ideas when searching for information) represents that it was ranked third, as the arithmetic mean reached (3.81), which is a very high tendency for the research sample, with a standard deviation of (0.80), which indicates harmony. In the answer of the sample members, and this is confirmed by the coefficient of variation (20.99) and the relative importance (76.2)

C- Paragraph (X7) clarifies its content (the company's management regularly reads magazines or commercial publications to obtain new information) and it was in the first place, as the arithmetic mean reached (4.03), which is a very high tendency for the members of the research sample with a standard deviation of (0.65), which indicates Harmony in the response of the sample members, and this is confirmed by the coefficient of variation (16.12), and the relative importance (80.6)

D- Paragraph (X8) and its content (the company's management always searches for new commercial information) refers to the arithmetic mean of (3.70), which is a very high tendency for the members of the research sample, and it was ranked fourth with a standard deviation of (0.96), which indicates consistency in the response of the sample members. This was confirmed by the coefficient of variation (25.94), and the relative importance (74) was also confirmed.

Table (8) the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the (survey and search) dimension.

relative importance	coefficient of variation	standard deviation	arithmetic mean	Dimension: strongly agree	Dis not agree	Neutral	Agree	Agree completely	n	
80.4	13.93	0.56	4.03	--	7	3	133	21	X5	Survey and search
76.2	20.99	0.80	3.81	--	23	2	122	17	X6	
80.6	16.12	0.65	4.03	--	11	--	126	27	X7	
74	25.94	0.96	3.70	4	19	26	88	27	X8	
77.8	13.88	0.54	3.89	The sum of the mean, standard deviation, coefficient of variation, and the relative importance of the Survey and search						

## 2. Description of the research sample responses to the dependent variable (ambidextrous performance)

The ambidextrous performance consists of two sub-variables for each of these variables, sub-questions that were answered within the questionnaire presented to the administrative leaders of the Petroleum Products Distribution Company, a sample for research. These dimensions included (Exploitation, exploration). Table (9) results of the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the variable (ambidextrous performance) for the oil

products distribution company. The ambidextrous performance variable obtained the arithmetic mean (3.85), which is a very high tendency for the members of the research sample, with a standard deviation of (0.49), which indicates The presence of homogeneity and consistency in the answers of the sample members, while the difference coefficient reached (12.72) and the relative importance (77%). Table (9) shows the arithmetic means, the standard deviation, the coefficient of variation, and the relative importance of the ambidextrous performance variable of the oil products distribution company. The figure below shows the dimensions of the dependent variable (ambidextrous performance):

Table (9) the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the total ambidextrous performance variable.

relative importance	coefficient of variation	standard deviation	arithmetic mean	variable
77	12.72	0.49	3.85	ambidextrous performance

**These exclusion will be clarified as follows:**

### 1 - Exploration

The (exploration) dimension in the measurement tool includes (5) items according to the five-point Likert scale, showing the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of environmental dynamics, as the total arithmetic mean of this dimension reached (3.76), which is a very high tendency for the members of the research sample, and with a standard deviation of (0.55) This result indicates the harmony between the answers of the researched sample, and the value of the coefficient of variation for this dimension was (14.62). This percentage indicates the homogeneity of the views of the surveyed sample, and the relative importance reached (75.2). We conclude from this that there is harmony in the views of the research sample about Dimension paragraphs, and based on and based on the results of Table (10), we can clarify the important points related to the analysis of the answers of the members of the researched sample as follows:

A- Paragraph (X9) has been explained and includes (the company's management is looking for new ways to meet the needs of its customers) that it has a very high tendency for the members of the research sample, as it scored in my arithmetic (3.93), as the paragraph ranked third with a standard deviation estimated at (0.83), which refers to Homogeneity in the views of the research sample, a result that corresponds to the coefficient of variation that scored (21.11), which is proportional to the relative importance of (78.6%), and this is in agreement with the study of (Al-Ani and Hussain, 2018)

B- Paragraph (X10) and its content (the success of the company depends on its ability to explore new technologies at work) indicated its arithmetic mean (3.74), which is a very high tendency for the research sample and it ranked fourth. This is what is explained by the value of the standard deviation that was estimated at (0.97), which is a value indicating harmony in the opinions of the research sample, with a coefficient of variation of (25.93) and a relative importance of (74.8%). This means there is harmony in the views of the research sample as the company's management is working on exploring new technologies at work that help them face risks and challenges. Environmental

C- Paragraph (X11) and its content (the company's management is concerned with providing personnel with new knowledge through training) came in second place, where the arithmetic mean recorded for it (4.05), which is a high tendency for the research sample, and this is confirmed by the result of the standard deviation (0.66), which indicates High harmony in the opinions of the research sample with a difference coefficient of (16.29), which corresponds to the relative importance of (81%)

D- Paragraph (X12) and its content (the company's management has a strong tendency to engage in high-risk projects with an opportunity for higher profits) indicates that it has ranked fifth. It is less than the previous paragraphs, and this indicates that the company is moving away from high-risk projects. This is confirmed by the results of the standard deviation, which reached (0.98), which is consistent with the coefficient of variation that reached (35.37), which is consistent with the relative importance of (55.4%).

E- Paragraph X13) and its content (the company's management is continuously opening new centers to distribute its products) indicates that it came in first place, as the arithmetic mean reached (4.34), which is an excellent tendency for the members of the research sample and this is confirmed by the result of the standard deviation that reached (0.73), which is It is consistent with the opinions of the researched sample and achieved the coefficient of variation (16.82), and the relative importance is identical with these percentages, reaching (86.8%).

Table (10) the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of (the exploration) dimension.

relative importance	coefficient of variation	standard deviation	arithmetic mean	Do not agree fully agree	Do not agree	Neutral	Agree	Agree completely	n	exploration
78.6	21.11	0.83	3.93	-	20	2	111	31	X9	
74.8	25.93	0.97	3.74	2	22	26	81	33	X10	
81	16.29	0.66	4.05	-	7	11	112	34	X11	
55.4	35.37	0.98	2.77	12	62	46	40	4	X12	
86.8	16.82	0.73	4.34	-	8	2	81	73	X13	
75.2	14.62	0.55	3.76	The sum of the mean, standard deviation, coefficient of variation, and the relative importance of the exploration						

## 2-Exploitation

This dimension (Exploitation ) in the measurement tool includes (5) items according to the five-point Likert scale. Table (11) shows the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the environmental dynamics, as the total arithmetic mean of this dimension reached (3.76), which is a very high tendency for individuals of a sample. The research, with a standard deviation of (0.85), and this result indicates the harmony between the answers of the surveyed sample, and the value of the coefficient of variation for this dimension was (22.60). This percentage indicates the homogeneity of the views of the researched sample, and the relative importance reached (75.2) and we conclude from that that there is harmony. In the opinions of the research sample about the paragraphs of the dimension, and based on and based on the results of Table (11), we can clarify the important points related to the analysis of the answers of the members of the surveyed sample as follows:

A- Paragraph (X14), which includes (the company's management works to stimulate the capabilities of individuals to achieve compatibility and adaptation, and a balance between discovering opportunities and investing them) indicates that it has ranked second as the arithmetic mean reached (3.75), which is a very high tendency for the members of the research sample , With a standard deviation of (0.93), which confirms a high harmony of the individuals of the research sample, and the value of the coefficient of variation was recorded as (24.8). This result means there is agreement in the answers of the researched sample, and the relative importance reached (75%), which indicates that there is a high response for individuals. The sample and this is what the company's management is working on through the material and moral incentives of the workers in order to improve performance and increase efficiency and effectiveness, which achieve the ambidextrous performance in the company. The research sample, and this is consistent with what was stated in the study (Hanan, 2019).

B- Paragraph (X15) and its content (the company encourages the ingenuity of workers by enabling them to make decisions that fit the work requirements) clarifies that the paragraph has ranked third and the arithmetic mean reached (3.71), which is a very high tendency for the members of the research sample, and this is

confirmed by the value of The standard deviation of (0.97) indicates homogeneity in the opinions of the research sample, and the value of the coefficient of variation was recorded as (26.14). This result means that there is agreement in the answers of the researched sample, and the relative importance of the paragraph (74.2%), which means that the company is interested in The needs of the workers and it works to take into account the decisions that are compatible with the requirements of the work as the opinion of the workers is taken in the decisions related to the work in the company and the research sample.

C- Paragraph (X16) and its content (the company's management creates an atmosphere of understanding between individuals to unify their role in finding the strategic choice) represents that it has ranked fifth, as the arithmetic mean reached (3.65), which indicates a high tendency of the research sample individuals with a standard deviation of (1.18), Which indicates a dispersion in the views of the research sample, and the coefficient of variation scored (32.32), and this was consistent with the relative importance of (73), and this indicates that there is a high response to the sample members.

D- Paragraph (X17) and its content (the company's management has sufficient readiness to face market fluctuations) explains the results of the statistical analysis of the paragraph as having ranked first, as the arithmetic mean reached (4.01), which indicates a very high tendency of the research sample, with a standard deviation of (0.97). What indicates homogeneity in the views of the research sample is what was confirmed by the personal observation that the security department is sufficiently prepared to face market fluctuations, which the company owns from a large market share as well as distinguished in its field of work, and the coefficient of variation recorded a ratio of (24.81) and this came in line with the relative importance (80.2) This indicates that there is a high response to the sample

E- Paragraph (X18) and its content (the company's management conducts field surveys to measure customer satisfaction) indicates that it has ranked fourth, as the arithmetic mean reached (3.70), which indicates a very high tendency for the research sample, with a standard deviation of (1.13), which indicates A dispersion in the opinions of a sample, as the coefficient of variation recorded a percentage (30.54). This was identical to the relative importance of (74). This indicates that there is a high response to the sample members.

Table (11) the arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the (Exploitation) dimension.

Relative importance	Arithmetic mean	Standard deviation	Coefficient of variation	Standard deviation	Relative importance	Arithmetic mean	Standard deviation	Coefficient of variation	Standard deviation	Relative importance
73	3.65	1.18	32.32	0.97	74	4.01	0.97	24.81	1.13	30.54
76.2	3.65	1.18	32.32	0.97	77	3.70	1.13	30.54	0.97	74.2
73	3.65	1.18	32.32	0.97	78	3.70	1.13	30.54	0.97	74.2
80.2	4.01	0.97	24.81	1.13	79	3.70	1.13	30.54	0.97	74.2
74	3.70	1.13	30.54	0.97	80	4.01	0.97	24.81	1.13	30.54
73.2	3.65	1.18	32.32	0.97	81	4.01	0.97	24.81	1.13	30.54

**Second:**

**Testing the correlation hypotheses and analyzing the results for the oil products distribution company**

**1- The first main hypothesis:**

The first main hypothesis states that “there is no significant statistically significant correlation between entrepreneurial vigilance and ambidextrous performance.” Table (12) shows that the correlation coefficient between entrepreneurial vigilance and ambidextrous performance reached (0.753 \*\*) at the level of significance (0.00), which is a strong and valuable correlation. Positive, that is, a change in entrepreneurial vigilance leads to a change in the same direction in ambidextrous performance being a positive relationship, meaning that every increase in entrepreneurial alertness leads to the same increase in ambidextrous performance, and every decrease in entrepreneurial decision-making leads to a decrease at the same level in ambidextrous performance, and vice versa, The results indicate the existence of a strong relationship between entrepreneurial alertness and ambidextrous performance, and this negates the null hypothesis and proves the alternative hypothesis which states that there is a statistically significant correlation between entrepreneurial alertness and ambidextrous performance.

Countries (12) coefficient of correlation between entrepreneurial vigilance and ambidextrous performance

ambidextrousperformand		Variable
0.75*3*	coefficient correlator	entrepreneurial vigilan
0.00	Sign	

As for the sub-hypotheses that emerged from the first main hypothesis, the results were as follows:

**1- Examining the correlations between entrepreneurial vigilance and exploration**

Table (13) shows the correlation coefficient between entrepreneurial vigilance and after exploration, as the correlation coefficient reached (0.691 \*\*) at a significant level (0.00), which is a positive significant value, and this degree indicates the presence of a strong correlation. Every increase in entrepreneurial alertness is matched by the same level of increase in the dimension Exploration and vice versa is true because it is a direct relationship, and this is evidence of acceptance of the first alternative sub-hypothesis which states (there is no statistically significant significant correlation between

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entrepreneurial vigilance and after exploration) and that emanates from the first main hypothesis, so accept the hypothesis.

Table (13) the correlation coefficient between entrepreneurial vigilance and exploration.

exploration		variable
0.691**	correlation coefficient	entrepreneurial vigilance
0.00	Sign.	

Test the correlations between entrepreneurial vigilance and Exploitation

Table (13) shows the correlation coefficient between entrepreneurial alertness and after Exploitation, as the correlation coefficient reached (0.762\*\*) at a significant level (0.00), which is a positive significant value, and this degree indicates the presence of a strong correlation. Every increase in entrepreneurial alertness is matched by the same level of increase in After the Exploitation and vice versa, because it is a direct relationship, and this indicates the acceptance of the second alternative sub-hypothesis, which states (there is no statistically significant significant correlation between the entrepreneurial vigilance and after the Exploitation ) and that emanates from the first main hypothesis, so the hypothesis is accepted.

Table (13) the correlation coefficient between entrepreneurial vigilance and Exploitation

exploitation		Variable
0.762**	correlation coefficient	entrepreneurial vigilance
0.00	Sign.	

## 2- The second main hypothesis

Explains the main effect hypothesis, which states (there is no statistically significant effect of entrepreneurial vigilance in ambidextrous performance). I tested this hypothesis using simple regression analysis, and through that we explain the values of the regression equation as follows:  $Y = a + b x$

Ambidextrous Performance = 850 + 803. Entrepreneurial vigilance

The results of the statistical analysis indicate that the value of the interpretation coefficient ( $R^2 = .567$ ) and this explains the entrepreneurial vigilance its value is (57%) of the dependent variable (ambidextrous performance), while the rest of the percentage is due to other factors that were not included in the research model. The results found that there is a significant effect of alertness. Entrepreneurial in ambidextrous performance and this is confirmed by the results of the value ( $F = 212.51$ ), while the constant value ( $a = .850$ ) which indicates when adding one value (entrepreneurial vigilance) will increase (ambidextrous performance). As for the value of the regression coefficient ( $b = 803$ ), it indicates The value of the regression coefficient (entrepreneurial vigilance) is the same as for ambidextrous performance, as for the (t) test, which indicates the importance of the variables in the research

model at the level of significance (0.00) and this indicates the acceptance of the third alternative hypothesis that states (there is no significant effect of statistical significance) Entrepreneurial vigilance in ambidextrous performance).

Table (16) The effect of entrepreneurial vigilance on ambidextrous performance

dependent variable	Sig	F	R <sup>2</sup>	Sig	t	regression coefficient	Independent variable
ambidextrous performance	.000	212.51	.567	.000	4.000	.850	a
					12.18	.803	b

As for the sub hypotheses, the results showed the following:

1- The first sub-influence hypothesis states (there is no statistically significant significant effect of entrepreneurial vigilance in the exploration of ambidextrous performance) and the regression equation was as follows:

We note from Table (17) that the value of the interpretation coefficient ( $R^2 = .478$ ) means that entrepreneurial vigilance contributes to explaining (47%) after the exploration, and the remaining percentage (53%) represents other factors that were not included in the research model, as the value of ( The calculated F reached (148.44), which is greater than the tabularity at the level of significance (0.00), and this means the existence of the effect of entrepreneurial alertness in the after the exploration, and the results of the statistical analysis indicate the constant value amounted to ( $a = .699$ ) which represents that there is an existence after the exploration. Its value is (.699) even if the entrepreneurial vigilance is equal to zero, as for the value of the regression coefficient of ( $.819 = B$ ) and it indicates any change of one unit in the entrepreneurial vigilance that will lead to the change of the same amount in the exploration dimension. This indicates acceptance of the alternative hypothesis. Which indicates the existence of a statistically significant significant effect of entrepreneurial vigilance dimensions an exploration of ambidextrous performance.

Table (17) The Effect of Entrepreneurial Vigilance on dimensions Exploration.

dependent variable	Sig	F	R <sup>2</sup>	Sig	t	regression coefficient	Independent variable
Exploration	.000	148.44	.478	.000	2.73	.699	a
					12.18	.819	b

The second sub-hypothesis of effect states (there is no statistically significant effect of entrepreneurial alertness after investing for ambidextrous performance) and the regression equation was as follows:  $Y = a + x$  after Exploitation = -1.42 + 1.38 entrepreneurial alertness Table (18) shows that the value of the interpretation coefficient ( $R^2 = .580$ ) means that entrepreneurial vigilance contributes to explaining (58%) after exploring opportunities, and the remaining percentage (42%) (91%) represents other factors that were not included in the research model. The calculated value of (F) reached (223.72), which is greater than the tabular at a significant



level of (0.00), and this means the presence of the effect of entrepreneurial vigilance in the Exploitation dimension, and the results of the statistical analysis indicate a fixed value of (a = -1.42), which represents that there is After the Exploitation there is an amount of (-1.42) even if the entrepreneurial vigilance is equal to zero, while the value of the regression coefficient in the amount of (B = 1.38) and indicates any change of one unit in the entrepreneurial vigilance that will lead to a change of the same amount in the dimension of the Exploitation .

Table (18) The effect of entrepreneurial vigilance on the Exploitation dimension

dependent variable	Sig	F	R <sup>2</sup>	Sig	t	regression coefficient	Independent variable
Exploitation	0.00	223.72	580.	0.00	4.07	1.42-	a
					14.95	1.38	b

#### The fourth topic: conclusions and recommendations

##### Conclusions

1- Most of the paragraphs of the dimensions of entrepreneurial vigilance and ambidextrous performance achieved importance for the oil products distribution company.

2- The results of the research indicate the convergence of the results for the entrepreneurial vigilance variable and the ambidextrous performance variable in terms of arithmetic mean and standard deviations of the petroleum products distribution company.

3- The company seeks to develop the capabilities of workers through training them and involving them in developmental courses to develop their competencies and capabilities.

4- The company is keen to improve the quality of the product in order to meet the desires and needs of customers and what suits the needs of the market.

5- The company thrives strongly by effectively opening imports, as well as using competitive prices.

6- The company is concerned with the savings in the market through its procedures in implementing the increase in demand.

7 - The results of the research indicate that there is a correlation between entrepreneurial vigilance, which clearly contributes to gaining the ability to achieve ambidextrous performance, and that this relationship is a strong and positive relationship in the sense that an increase in entrepreneurial vigilance will lead to an increase in ambidextrous performance.

8- The results show that there is a correlation between the entrepreneurial vigilance variable and the dimensions of the ambidextrous performance variable (exploring opportunities, exploitation opportunities).

9- It is evident from the results of the research that there is a clear effect of entrepreneurial vigilance on the ambidextrous performance of the petroleum products distribution company, and that this effect is mutually exclusive, meaning that a change in one unit of entrepreneurial vigilance will lead to an equal change in the ambidextrous performance.

10-Through the results of the research, it is evident that the entrepreneurial vigilance variable has an effect on the

dimensions of the variable, skilful performance (exploring opportunities, exploiting opportunities) in whole and in detail.

#### Recommendations

1- Postgraduate students are encouraged to conduct research on the company's activity.

2- Paying attention to and developing capabilities and working to create a special department for training and development.

3- Expansion in information technology in line with development in other companies.

4- The company encourages attention to the quality of the product and to meet the customers' desires.

5- The company is interested in high savings and preparing market studies to increase demand.

6- Paying attention to the quality of the decisions issued by the company and studying them fairly.

7- Create a relationship between the customer and the company through visual or television advertisements.

8- Providing administrative staff with the ability and ability to negotiate with other parties.

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