

The Impact of Mission Implementation on Innovation Ambidexterity: An Empirical Study.

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Abstract:

Purpose: This paper aims to examine the impact of mission implementation dimensions (mission fulfillment and mission motivation) on organizational ambidexterity in the Pharmaceutical industry in Egypt.

Methodology: The targeted population of interest is licensed Egyptian pharmaceutical companies. All the 53 companies are approached. a number of 159 questionnaires have been collected from top managers in the Egyptian pharmaceutical companies. Data are analyzed using Smart PLS v.3.3.3 to apply the Partial Least Square Structural Equation Modeling (PLS-SEM).

Finding: The results showed that mission fulfillment has a significant positive effect on the Ambidexterity and on the Exploration and on the Exploitation. However it has a higher impact on exploitation then exploration. Moreover, mission motivation has a significant positive impact Ambidexterity and on exploration and on exploitation

Originality: This research is aiming to fill the gap on literature in three ways. **First**, studying ambidexterity as a ability to balance between explorative and exploitative innovations as complementary not competing variables vital for organizational success. **Second**, this research fill a gap in literature by examining organizational ambidexterity from strategic perspective by examining the impact of mission fulfillment and mission motivation on organizational ambidexterity. Since the majority of earlier studies are centered around organizational enablers and little is known about the role of strategy on ambidexterity. **Third**, the importance of this research become more significant in the Egyptian context especially in the Pharmaceutical sector as Egyptian organizations in this sector are facing many challenges to pursue strategic renewal by growing their capabilities through exploitive innovation, while offering new products and new substitutes through explorative innovation.

Key words- Mission implementation, mission fulfillment, Mission motivation, Ambidexterity, exploration, exploitation.

1. Introduction:

Organizational ambidexterity expresses the organizations ability to "exploit" their existing competences at the same time as "exploring" new potential to keep their competitiveness (O'Reilly & Tushman, 2013). Previous studies used to believe that exploration and exploitation are two competitive concepts that the organizations need to trade-off between them.

To distinguish between exploitation and exploration, the learning theory explains that, exploitation mainly entails a top-down learning process, wherein managers in higher organizational levels identify and formalize preferable strategies, actions and activities that support and improve existing competencies and capabilities. Therefore, learning is occurring through learning from current practices (Papachroni & Heracleous 2020; Lubatkin & Simsek 2006). On the other hand, exploration happen thorough bottom-up process, where learning are realized through new possibilities like acquiring new talents or new opportunities. This learning process come up with high risk that can affect the existing routines negatively (O'Reilly & Tushman, 2013). As a result of that understanding, the historical view considered exploitation and exploration as two extreme points that the organization need to trade off between them. Contemporary research introduced organizational ambidexterity as an organizational solution to ease this tension.

Ambidexterity reflects the firm's ability to fulfill the present needs as well as to respond to the environmental uncertainty (Gibson & Birkinshaw, 2004, p. 209); Koryak, et al. 2018). It helps the organization to fulfill its objectives even if they seem to be opposing (Papachroni & Heracleous 2020) by practicing incremental and discontinuous innovation simultaneously (Tushman and O'Reilly, 1996).

Research on organizational ambidexterity has been given much attention to its effect on organizational performance (Junni, et al., 2013) and survival indicating the feasibility and usefulness of organizational ambidexterity for organizations. Nevertheless, how organizational ambidexterity can created and developed within the organization is still need more investigations (Tarba et al 2020). Recent research bring to bear the importance of

studying enablers factors of ambidexterity like; individual role and employees mind set (O'Reilly & Tushman, 2013); organizational factors (Tushman & O'Reilly, 1996; Romanelli & Tushman, 1994); organizational capabilities (Stelz, et al 2020); top management team and leadership (Baskarad et al., 2016; Du & Chen 2018; Katou et al., 2021; Schulte, 2019); managerial focus Smith & Umans, 2015; Bodwell |& chermack, 2010). By reviewing the literature, the authors can conclude that few research papers considered the role of strategic management process as an enabler to organizational ambidexterity. A few number of previous studies focus on the relation between mission statement and innovation rather than achieving organizational ambidexterity (Bart, 2000; 2002; 2004; Mahama and sausa, 2019). While many studies recommended empirically examining the relationship between mission fulfillment and ambidexterity (Wang & Rafiq, 2014; Palm & Lilja, 2017; Vario, 2017). Therefore, to fill this gap in literature, this research is aiming to examine the impact of mission implementation on organizational ambidexterity. Mission implementation has two dimensions: practice and motivation. The practice dimension is related to the mission fulfillment when mission guides the organization in its actions. While, the motivation dimension refers to the ability of the mission to encourage people to exert extra effort in order to satisfy the organizational needs (Rey & Bastons, 2018).

Considering the Egyptian context, recently the Egyptian government adopted an economic reform plan to support the implementation of its' sustainable development goals and of Egypt Vision 2030. One of the main pillars of this reform is the "National Program for Deepening Local Industrialization". This program is aiming to increase the local industrial component and supporting production activities in promising sectors by acquiring advancement technologies, adapting new strategies and encouraging innovation and creativity. The pharmaceutical industry is one of the most promising industries in Egypt. It is among the most attractive in the MENA region. However, improving the pharmaceutical sector can be considered as one of the main challenges facing Egypt. Under the president initiatives, many environmental and regulatory reforms has been applied as well as establishing many medical and pharmaceutical projects to guarantee a breakthrough in this sector through the next decade (FitchSolutions, 2019). One of these projects is the establishment of the medicine city "GYPTO Pharma" to produce plasma derivatives as a main

component in manufacturing many types of drugs that improve the Egyptian competitive advantage in medicine production and reposition Egypt in the pharmaceutical industry. As Pharmaceutical companies are believed to face enormous uncertainties and risks in general (Wang and Jie, 2020) and in Egypt in particular, it is regarded as a suitable environment for studying ambidexterity in the Egyptian context. Ambidexterity can help the Egyptian Pharmaceutical companies to make the balance required between maintaining the process efficiency while encouraging innovation and creativity as one of the most important factors needed to support this sector.

Based on previous argument, this research is aiming to fill the gap on literature in three ways. **First**, studying the concept of ambidexterity as a capability to balance between explorative and exploitative innovations as complementary not competing variables vital for organizational success (Tushman & O'Reilly, 1996). This is reflected in the methodology section as we measure organizational ambidexterity using three main methods that have been reported in the previous literature. High order from the two dimensions, two separate dimensions, and first order from all items of the two dimensions and we used confirmatory factor analysis to test the best model fit for our data. **Second**, this research fill a gap in literature by examining organizational ambidexterity from strategic perspective by examining the impact of mission fulfillment and mission motivation on organizational ambidexterity. Since the majority of previous studies concentrated on organizational enablers and little is known about the role of strategy on ambidexterity. **Third**, the importance of this research become more significant in the Egyptian context especially in the Pharmaceutical sector as Egyptian organizations in this sector are facing many challenges to pursue strategic renewal by growing their capabilities through exploitive innovation, while offering new products and new substitutes through explorative innovation.

2. Theoretical background and Hypothesis:

Ambidexterity is about pursuing both incremental and discontinuous innovation. (Tushman and O'Reilly, 1996). Exploitation involves enhancing the present technologies, routines and ideas (Guisado-González, 2017). While. exploitation and exploration had been realized as two

contradictory forces. Exploration involves searching for new knowledge, processes and technologies (Guisado-González, 2017). It is related to accepting new knowledge and linking dots to discover innovative opportunities (Zuraik & Kelly, 2019). Table 1 shows the main differences between exploitation and exploration.

Table1: The main differences between Exploration and Exploitation

	Exploration	Exploitation
<i>Meaning</i>	Exploration is a strategy in which the organization tends to seek opportunities. (Oehmichen et al., 2017).	Exploitation is a strategy in which the organization works with the internal consistency and controls (Petro et al., 2019).
<i>Activities</i>	Focuses on innovation, risk taking and experimentation.	Focuses on incremental change for creating the value from the existing competencies (Bodwell & Chermack, 2010).
<i>Requirements</i>	Investing in uncertain payoffs.	Using the current competencies (Bodwell & Chermack, 2010).
<i>Orientation</i>	Long-term focus	Short-term focus (Bodwell & Chermack, 2010).
<i>Main objectives</i>	Promoting flexibility	Gaining efficiency (Bodwell and Chermack ,2010).

Source:(Prepared by the Authors)

Previous studies assumed that ambidexterity can be affected by strategy and leadership. Schulte, (2019); Baskarad et al., (2016); Koryak et al., (2018); Katou et al., (2021) supposed that ambidexterity affected by leadership or top management team. Smith and Umans,(2015); Bodwell and chermack, (2010) assumed that strategy or managerial focus can enable ambidexterity. However, the impact of Organizational mission on ambidexterity has not yet been studied.

Organizational mission has gained a great importance in many fields: (human resources management, finance, marketing and strategic management). So many studies concentrated only on mission statement and its relation with other variables, for example McDermott et al., (1996) studied mission statement in marketing departments; Taylor et al., (2019) studied the mission statement and social capital; Salehi-Kordabadi, (2020); Khan,(2020) examined the mission effect on financial performance; Pandey et al., (2017); Fyall et al., (2018) investigated its effect on non-profit performance.

A mission can be defined as a formal statement that states and communicates the values delivered to the organization stakeholders through various organizational activities. Ray & Bastons (2017), provided tow views of mission that will be adopted in this research; mission as a practice and mission as a motivation. Firstly; mission as a practice is reflected in mission fulfillment that brings mission to life through practicing and implementation. Where, mission cannot be fulfilled without implementation as an integral part of the organizational strategy (Ray & Bastons 2017) or as mentioned by Macedo and his colleague as "organization mission fulfillment" (Macedo et al., 2016). Implementing the mission is the acts that an organization takes publicly and privately to fulfill the mission statement. Secondly, mission as a motivation reflects that mission should be communicated to the employees and guided their behavior (Ray & Bastons 2017) or "employee mission fulfillment" (Macedo et al., 2016). Mission should motivate employees to expand their efforts in order to satisfy other stakeholders and fulfill the organization mission. So, it is related to the motivation organization mission afforded to the employees to accomplish their work (Macedo et al., 2016). Previous studies focus on the relation between mission statement and innovation rather than achieving organizational ambidexterity.

2.1. Mission fulfillment and ambidexterity:

Beig and Ghavamifar (2020) pointed to the mission as an important factor which will solve the challenges related to implementing exploration and exploitation strategies. Lavie et al. (2010) illustrated organizational goals and mission guide exploitative and exploratory activities. Organization mission and values, which create one identity to the organization and increase both exploration and exploitation.

Exploration involves searching for new knowledge, processes and technologies (Guisado-González, 2017). It is linked to discovering new knowledge and opportunities (Zuraik & Kelly, 2019). Organizational mission provides the necessary foundation capable of sustaining better exploration (Sidhu et al., 2004). Mission can affect exploration negatively when it is rigid; therefore, in order to support exploration, organization needs to formulate more flexible mission (Li et al., 2008). The mission helps in exploring opportunities because it guides decision process (McDonald, 2007). The organization that fulfills its mission will focus on product or service gaps. Thus, it will be able to explore new innovative opportunities that are related directly to its mission. Moreover, being tied to its mission will help organization in minimizing some of the risks associated with exploration (Vario, 2017).

Exploitation involves improving the current technology, methods and ideas (Guisado-González, 2017). It focuses on incremental change to build value using the current competencies (Bodwell & Chermack, 2010). The intent of exploitation is responding to current environment as it concentrates on using current process and technologies to respond to the current customers' needs (Lubatkin et al., 2006). Mission will help in a better resource allocation process; in other words, the resources will be efficiently distributed and consumed (Alegre, 2018).

By reviewing the literature, the authors can conclude that the majority of the previous studies does not investigate the relationship between mission fulfillment and ambidexterity.

H1: Organization mission fulfillment will positively affect ambidexterity.

H2: Organization mission fulfillment will positively affect exploration.

H3: Organization mission fulfillment will positively affect exploitation.

2.2. Mission motivation and ambidexterity:

Lavie et al., (2010) suggested that the organizational mission can support exploration by encouraging and motivating employees to search heavily for new information; hence, it will be easy to make experimentations. Furthermore, mission can lead the organization to recognize the innovative opportunities and capitalize on them to support its mission. Through favoring these innovations, the organization will support employees, and in turn, it will be more innovative (McDonald, 2007). Berbegal-Mirabent et al. (2020) suggested that including more components in the mission statement does not necessarily lead to a positive impact on exploration.

H4: Organization mission motivation will positively affect ambidexterity.

H5: Organization mission motivation will positively affect exploration.

H6: Organization mission motivation will positively affect exploitation.

3. Research Methodology:

3.1 Sample and population:

The purpose of the study is to investigate the direct effect of mission implementation on ambidexterity. Thus, a quantitative data has been collected by questionnaire from top management staff. The targeted population of interest was licensed Egyptian pharmaceutical companies. 159 questionnaires from 53 company have been collected from companies. The authors contact the full population of licensed Egyptian pharmaceutical companies and send them the questionnaire to be delivered to the top management team.

3.2 Measurements:

We measured organization Mission fulfillment (OMF) and employee mission fulfillment (EME) using the one developed by (Suh et al., 2011). We used the measure developed by Lubatkin et al. (2006) which contains 12 items. Exploration had been assessed by 6 items and exploitation by

another 6 items. All items were assessed on a Likart scale (1= strongly disagree, to 5 =strongly agree).

3.3 Data analysis:

The Smart PLS v.3.3.3 will be used to apply the PLS-SEM as it has many advantages (Ringle, C. M. et al., 2015; Sarstedt & Cheah, 2019). Data are analyzed using smart PLS based on the following analytical techniques in table 2.

Table 2: Analysis Techniques

Analysis aim	Analysis technique
Sample distribution	Frequencies and percentages
Common Method Bias	Exploratory Factor Analysis
Data quality validation	Descriptive statistics for the summated variables
Validating the <i>Ambidexterity</i>	EFA for the two dimensions (oblique rotation and principal axis) Cronbach's alpha
Building the measurement model	Confirmatory Composite Analysis for the three approaches of combining the two dimensions after running both dimensions separately, the whole model should have the two dimensions and the high order construct which should be built as following: <ul style="list-style-type: none"> - Multiplying the two dimensions - Subtracting the exploitation from the exploration - Summating the two dimensions (should be superior), test it in the CFA using GoF in AMOS <ul style="list-style-type: none"> ● Two separate variables of the dimensions ● Two dimensions of the high order construct ● All items measure one low order variable (superior)
Testing the structural model	Using the best fitting measures of the high order construct along with the two independent variables on the two dependent variable. Take care of the discriminant validity between the two independent variables as the dimensions will have high correlations with the high order construct.

Source:(Prepared by the Authors)

4. Data Analysis: Data analysis starts by the descriptive statistics of the study variables. Then, Structural Equation Modelling is applied to test the proposed relationships.

4.1 Descriptive statistics of the study variables:

Table 3 shows the results of the mean, standard deviation, skewness, and kurtosis measures.

Table 3: descriptive statistics

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
Mission fulfillment	158	3.8380	.57469	-.549	.752
Motivation	158	3.8608	.64990	-1.497	4.549
Exploration	158	3.5749	.67052	-.489	1.001
Exploitation	158	3.9610	.66618	-.604	.495

Source:(Prepared by the Authors)

As can be seen from table 3, the Mission fulfilment mean score is 3.84 \pm 0.57 out of 5 on 5-point Likert type scale. On that scale 1 refers to totally disagree and 5 refers totally agree. Similarly, the Motivation variable has a mean score of 3.86 \pm 0.65 out of 5 on the same scale. In addition, while the Exploration has mean score of 3.58 out of 5, the Exploitation has 3.96 mean score out of 5 and the standard deviation of both variables is \pm 0.67. All variables' coefficients of skewness are withing (-3:+3) range and kurtosis withing (-10:+10) range. Hence, the normality violation is not an issue as long as the sample is more than 100 (Pallant, 2011).

4.2. Structural Equation Modelling:

The Structural Equation Modelling two-stage approach incorporates validating the measurement model and testing the structural model (Hair, J. F. et al., 2019). At the first stage, the theoretical model should be specified first before testing its reliability and validity. In this regard, the Ambidexterity is separately tested according to the three main approaches of combining the two dimensions of the Exploration and Exploitation, namely, Differences (Model1), Multiplication (Model2), and Additive (Model3) (Lubatkin et al., 2006). To this end, the mission fulfillment and motivation have been incorporated as exogenous variable where the Ambidexterity incorporated as endogenous variable in AMOS v.27. Table 4 shows the results of the exogenous variables on the Ambidexterity.

Table 4: Path coefficients results on the Ambidexterity

Exogenous variables	Ambidexterity		
	Model1: Subtracting Exploitation from Exploration	Model2: Multiplying Exploration with Exploitation	Model3: Summating Exploration to the Exploitation
Mission Fulfillment	-0.209 (p. = 0.018)	0.383 (p. = 0.000)	0.412 (p. = 0.000)
Motivation	0.089 (p. = 0.236)	0.385 (p. = 0.000)	0.415 (p. = 0.000)

Source:(Prepared by the Authors)

According to table 4, it is obvious that the summating approach as in model 3 confirms its superiority as its' path coefficients are stronger than the path coefficients in the other approaches as per the GoF guidelines (Byrne, 2013; Hair, J. F. et al., 2019), which is consistent with the previous research (Lubatkin et al., 2006). To this end, the additive approach will be applied. However, there is a need to decide with method of summation is better to measure the Ambidexterity. There are three main methods that have been reported in the previous literature to measure the Ambidexterity: High order from the two dimensions (Model3a), two separate dimensions (Model3b), and first order from all items of the two dimensions (Model3c). Table 5 shows the results of the Confirmatory Factor Analysis (CFA) Goodness of Fit (GoF) indices to select the appropriate method of applying the summation to measure the Ambidexterity.

Table 5: GoF results of the Ambidexterity CFA

GoF	Ambidexterity		
	High order of two dimensions	Two separate dimensions	First order of the two dimensions'' items
Chi ²	146.319, <i>df</i> = 49, P.value = .000	158.870, <i>df</i> = 50, P.value = .000	123.588, <i>df</i> = 51, P.value = .000
CMIN/DF	2.986	3.177	2.423
CFI	0.856	0.839	0.893
GFI	0.876	0.871	0.89
AGFI	0.802	0.799	0.832
IFI	0.86	0.843	0.895
TLI	0.806	0.787	0.861
RMSEA	0.112	0.118	0.095

Source:(Prepared by the Authors)

As indicated in table 5, measuring the Ambidexterity using all 12 items of the Exploration and Exploitation together in a first order measurement level as in model 3c shows GoF better than other alternative models of the high order and separate dimensions as per the GoF guidelines (Byrne, 2013; Hair, J. F. et al., 2019). This supports the previous attempts of measuring the unstable Ambidexterity variable (Lubatkin et al., 2006). Accordingly, the Ambidexterity will be measured using all the 12 items of the Exploration and Exploitation.

To this end, the structural equation modelling using the two-stage approach can be applied. In this regard, it is worth noting that the use of the Covariance Based Structural Equation Modelling (CB-SEM) in the current research is limited to compare the alternative measures of the Ambidexterity. However, developing the whole measurement model and testing the structural model is to maximize the variance to extend the prior theory. Hence, the Partial Least Squares – Structural Equation Modelling (PLS-SEM) is best fitting this aim. In addition, the PLS-SEM is more suitable with relatively small sample sizes (Hair, Joe F. et al., 2011; Hair, Joseph F. et al., 2017). Therefore, the PLS-SEM is much applied in the strategic management (Hair, Joseph F. et al., 2012), Human resources Management (HRM) (Ringle, Christian M. et al., 2018), entrepreneurship (Manley et al., 2020), and international business (Richter et al., 2016). Accordingly, the Smart PLS v.3.3.3 will be used to apply the PLS-SEM as it has many advantages (Ringle, C. M. et al., 2015; Sarstedt & Cheah, 2019).

4.3. Measurement model:

Building the measurement model follows the steps of the Confirmatory Composite Analysis (CCA) (Hair, Joseph F. et al., 2020; Hair, Joseph F. et al., 2019). The CCA begins with assessing the item reliability, then the construct reliability, convergent validity, and discriminant validity.

First, the item loading should be higher than 0.708 to indicate the item reliability. Accordingly, all item loadings are higher than the cutoff value. Although there are some items that have low loadings but their decrease can be substituted by the item loadings increase in the other items at the same construct (Hair, J. F. et al., 2021). To this end, the Q10 and Q11 have

been removed from the Exploration and items Q10, Q11, Q12, Q14, and Q17 have been removed from the Ambidexterity due to their low loadings.

Second, the construct internal consistency can be measured by the famous Cronbach's alpha Composite reliability (CR) and Consistent Reliability coefficient (rho_A). A desired Cronbach's alpha and composite reliability should be higher than 0.7. the consistent reliability should lie between the other two measures. Moreover, the construct convergent validity can be reached by the Average Variance Extracted (AVE) which should be higher than 0.5. Nonetheless, the construct discriminant validity can be assessed via the Heterotrait-Multitrait ratio of correlations (HTMT), which should be less than 0.9 (Henseler et al., 2015). These four steps are more explained in recent literature (Hair, Joe F. et al., 2020; Hair, J. F. et al., 2021). Table 6 shows the results of the steps 2 to 4 in the measurement model.

Table 6: measurement model results

Latent constructs	Construct reliability			Construct validity					
	Cronbach's Alpha	rho_A	(CR)	Convergent validity	Discriminant validity (HTMT)				
				AVE	Ambidexterity	Exploitation	Exploration	Mission Fulfillment	Motivation
Ambidexterity	0.85	0.85	0.88	0.52					
Exploitation	0.81	0.84	0.87	0.52	NA				
Exploration	0.69	0.76	0.81	0.52	NA	0.76			
Mission Fulfillment	0.77	0.78	0.85	0.52	0.76	0.71	0.71		
Motivation	0.72	0.75	0.83	0.56	0.83	0.76	0.80	0.88	

Source :(Prepared by the Authors)

As can be seen from table 6, the internal consistency of each construct is achieved since the Cronbach's alpha coefficients range between 0.69 and 0.85. Also, Composite Reliability (CR) coefficients range

between 0.81 and 0.88. Also, the Consistent Reliability coefficient (rho_A) for each construct range between the Cronbach's alpha and CR.

Similarly, the latent variables in the measurement model have convergent validity since all AVEs range between 0.52 and 0.56. Nevertheless, the discriminant validity between the study variables is established since the HTMT range between 0.76 and 0.88. In this vein, it is accurately not measuring the discriminant validity between the Ambidexterity and its two dimensions, Exploration and Exploitation, since it is measured using the same measurement items. Moreover, the HTMT confidence intervals of 5000 bootstrapping confirms the discriminant validity establishment. To this end, the latent variables in the measurement model can be incorporated in the structural model to test the proposed hypotheses at the conceptual model.

4.4. Structural model:

Testing the structural model includes checking the multicollinearity issue, path coefficients, and predictive ability (Hair, Joseph F. et al., 2017; Hair, Joseph F. et al., 2019; Hair, Joseph F. et al., 2020). In this regard, the multicollinearity issue can be checked by the Variance Inflation Factor (VIF) between the exogenous variables. In the current research, the VIF between the Mission Fulfillment and Motivation is 1.808. Therefore, the multicollinearity between the exogenous variables is not an issue in the current research since the VIF is less than 3 (Hair, J. F. et al., 2019). Subsequently, the path coefficients can be assessed using bootstrapping procedure of 5000 subsamples as in table 7.

Table 7: path coefficient assessment

Hypothesis	β	<i>t</i> -value obtained	P Values
Mission Fulfilment -> Ambidexterity	0.355	3.764	0.000
Mission Fulfilment -> Exploration	0.274	2.619	0.004
Mission Fulfilment -> Exploitation	0.355	3.818	0.000
Motivation -> Ambidexterity	0.420	4.662	0.000
Motivation -> Exploration	0.418	3.978	0.000
Motivation -> Exploitation	0.345	3.938	0.000

Source:(Prepared by the Authors)

As can be concluded from table 7, the Mission Fulfilment has a significant positive effect on the Ambidexterity by 35.5% at confidence level 99.9%. Therefore, H1 is supported. More precisely, the Mission Fulfilment has a significant positive effect on the Exploration by 27.4% at confidence level 99%. Therefore, H2 is supported. Moreover, the Mission Fulfilment has a significant positive effect on the Exploitation by 35.5% at confidence level 99.9%. Therefore, H3 is supported.

Furthermore, the Motivation has a significant positive effect on the Ambidexterity by 42% at confidence level 99.9%. Therefore, H4 is supported. For instance, the Motivation has a significant positive effect on the Exploration by 41.8% at confidence level 99.9%. Therefore, H5 is supported. Finally, the Motivation has a significant positive effect on the Exploitation by 34.5% at confidence level 99.9%. Therefore, H6 is supported. To this end, the whole model predictive ability can be assessed via the predictive power, predictive relevance, and confirmed by the PLS predict as in table 8 (Assaf & Tsionas, 2019; Shmueli et al., 2019).

Table 8: predictive ability assessment

Endogenous constructs	R Square	Q squared _{d=7}
Ambidexterity	0.501	0.245
Exploitation	0.409	0.199
Exploration	0.402	0.188

Source:(Prepared by the Authors)

One result is that the whole model can moderately explain the Ambidexterity, Exploitation, and Exploration by 50.1%, 40.9%, and 40.2%. In addition, the model has a moderate predictive relevance for Ambidexterity, Exploitation, and Exploration by 0.245, 0.199, and 0.188 (between 0.15 and 0.35) (Hair, Joseph F. et al., 2017). Finally, all the predictive power can be fully confirmed since the Mean Absolute Error (MAE) of each endogenous variable's indicator in the PLS is lower than in the MAE (Shmueli et al., 2019).

5. Discussion and conclusions:

The result of a random sample consists of 158 questionnaire from Egyptian pharmaceutical companies showed that mission fulfillment has a significant positive effect on the Ambidexterity and on the Exploration and on the Exploitation. However it has a higher impact on exploitation than exploration. These results support hypothesis 1, 2 and 3. The results also showed that the Motivation has a significant positive effect on the Ambidexterity and the exploration and the exploitation. These results support hypothesis 4, 5, and 6. It worth mentioning that our model explain 50% of the changes in ambidexterity. This results highlights the importance of mission implementation on achieving the required balance between exploration and exploitation.

These results means that although mission motivation dimension will impact both exploration and exploitation, it will impact organization exploration more than organization exploitation. Minoja (2012) explain this by arguing that mission will encourage managers to improve more exploration and exploitation because mission is the first step to formulate a firm strategy which, in turn, will give a clear direction and emphasize core value. This core value will relate employees and other stakeholders. Mission should also motivate people working in the organization who will fulfill that mission. Minoja (2012) has adopted exploration and exploitation to stakeholder management; the concept describes the ability to give positive responses and meet negative responses of stakeholders. Some responses will be immediate and others will be over medium and long time. So, mission motivation is suggested to encourage ambidexterity stakeholder management.

These results is agreeing with Vario (2017) study in nonprofit organizations showing that organizations engaged in both exploitation and exploration, but it devoted its exploitative efforts to fulfill its mission. They justify that result based on the organizations believe that returns from exploration are not always guaranteed and not expected in the short term. Their study suggested that exploring new innovative activities, which are tied to the mission, will minimize the expenses related to exploration, especially in nonprofit organizations because they have little capital for new innovative venture

Chen et al. (2016) supported the argument that strategic human resources management has a significant impact on both exploration and exploitation. Aligning with our study, their result also pointed that motivating employees to work toward a united strategic vision will support exploration and exploitation in manufacturing Chinese industries. The same had been found in Chang et al. (2014) study as they argued that long term vision, which emphasizes profit, will direct employees' effort toward creative work process, which is the object that will support organizational exploration.

6. Recommendations:

Base on previous discussion this research is filling the gap in literature by examining organizational ambidexterity from strategic perspective by examining the impact of mission fulfillment and mission motivation on organizational ambidexterity in the Egyptian context. The results show the importance of mission implementation on creating the aimed balance between exploitation and exploration. Mission implementation supports the organization in many ways. It helps the organization focusing on the main stakeholders, filling the product gap, minimizing risk associated with new innovation and new opportunities as well as improving current practicing, technologies and methods to meet the organization goals.

Our results have a methodological implication as the analysis show that ambidexterity is better measured by using all the 12 items of the exploration and exploitation. Although our results support that mission fulfillment has a significant effect on both organization exploration and exploitation, the result showed that mission fulfillment has a greater effect on exploitation and that mission motivation has a greater effect on exploration.

Based on previous discussion we can discuss the following implications;

1. In order to achieve effective mission implementation, top management should pay attention not only on formulating mission but also on mission practice and motivation. Mission should be reflected in the organization culture adopted by the leaders of the organizations. Our data demonstrate that the Egyptian organizations in the pharmaceutical industry is not focusing in searching for new innovative ideas out of the box or

discovering new technologies which can be considered as an essential challenge in the near future. Therefore, it is very important for these organization to include innovativeness in products and process as an integral part of its' mission.

2. Moreover, as motivation is an essential factor in achieving ambidexterity and supporting exploration. It is important to establish the mechanisms required to encourage the employees to think differently and adopt innovative approaches. Previous studies in western cultures indicate that autonomy and decentralization can support organization in creating entrepreneurial culture to encourage risk taking, pro-activeness and innovative behaviour (Tseng, & Tseng, 2019). However, in cultures like Egypt- where uncertainty avoidance and power distance is high and long term orientation is low- (Hofstede, 1980), formal mechanisms that support innovations may be more reasonable in encouraging entrepreneurial and innovative behaviour in organizations (Hammad, R. 2012). Formal mechanisms like formal information exchange, creating scheduled brainstorming sessions and creating an organizational learning process (Lizarelli, et al 2019).

3. Organizations are working in turbulence environment and highly advised to focus on ambidexterity; it should pay more attention to mission implementation.

7. Limitations and future research:

1. This research examines the direct impact of strategic mission implementation on innovative ambidexterity. Further studies can examine the impact of different organizational and structural mechanisms as a mediator between mission implementation and ambidexterity. Also, Qualitative studies can help understanding the reasons behind lack of innovative behaviour on large organizations from an Egyptian context to better provide valid recommendations to policy makers in Egypt.

2. This research applied on the Pharmaceutical industry. However, it is very important for future research to study other significant industries in Egypt like the information technology industry and renewable energy industry. Comparative studies can provide rich contributions in future research.

3. It is worth mentioning that the Egyptian organizations working in the Pharmaceutical industry are large organizations and mostly in a mature stage. Further comparative studies between sectors and different organizational sizes and in different stages in their life cycle are also recommended.

4. This research assumes that the ambidexterity is the best solution for the organization as previous studies indicates its positive impact on performance (He & Wong, 2004; Junni, Sarala, Taras, & Tarba, 2013). Nevertheless, recently some argued against this claim (Hughes, et al 2021). Therefore, it is better for further research to consider examining an extended model to include the performance. longitudinal studies can provide better contributions.

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ملخص البحث

هدف البحث: هذه الدراسة تهدف إلى اكتشاف تأثير أبعاد تطبيق الرسالة (تنفيذ الرسالة ، تحفيز الرسالة) على البراعة التنظيمية في قطاع شركات الادوية المصرية .

منهجية البحث: تستهدف هذه الدراسة جميع الشركات المصرية التي تعمل في مجال الادوية بأسلوب الحصر الشامل . وقد تم تجميع استجابات من 159 مفردة من الادارة العليا للشركات محل الدراسة. حيث استجابت 53 شركة من مجتمع الدراسة. وقد تم تحليل بيانات الدراسة باستخدام Smart PLS أحد أساليب نماذج المعادلة الهيكلية ذات المربعات الصغرى .

نتائج البحث: اظهرت نتائج الدراسة أن تنفيذ الرسالة له تأثير ايجابي معنوي على البراعة التنظيمية. وأن تحفيز الرسالة لديه تأثير ايجابي معنوي على البراعة التنظيمية واكتشاف الفرص و تسيير الاعمال التقليدية.

الاضافة العلمية واصالة البحث: تهدف هذه الدراسة إلى سد الفجوة في الدراسات السابقة عن طريق 3 أهداف فرعية ؛ أولاً: دراسة مفهوم البراعة التنظيمية لتحقيق التوازن بين اكتشاف الفرص وتسيير الاعمال التقليدية كأحد العوامل المؤثرة على النجاح التنظيمي. ثانياً : تهدف هذه الدراسة إلى سد الفجوة في الدراسات السابقة عن طريق دراسة البراعة من منظور استراتيجي من خلال التعرف على تأثير تنفيذ الرسالة وتحفيز الرسالة على البراعة التنظيمية في الوقت الذي ركزت فيه معظم الدراسات السابقة على دراسة مقومات البراعة التنظيمية دون التعرف على التأثير الاستراتيجي على البراعة التنظيمية. ثالثاً: تظهر أهمية هذه الدراسة بصفة خاصة في قطاع الادوية المصري الذي يواجه العديد من التحديات لمواكبة كل جديد من خلال تعظيم قدراته على اكتشاف الفرص الجديدة المبتكرة وتسيير اعماله التقليدية في نفس الوقت.

الكلمات المفتاحية : تطبيق الرسالة ، تنفيذ الرسالة ، تحفيز الرسالة ، البراعة التنظيمية ، اكتشاف الفرص، تسيير الاعمال التقليدية.