

The Impact of Dynamic Capabilities on Organizational Ambidexterity at Bahraini Private Universities

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Abstract

This study aimed to identify the impact of dynamic capabilities in its dimensions (sensing capability, learning capability, integration capability, coordination capability, and reconfiguration capability) on organizational ambidexterity in its two dimensions (exploration and exploitation) in Bahraini private universities. The study used the quantitative descriptive method and was conducted on a sample of 106 managers at these universities. To achieve the objectives of the study in its quantitative aspect, the mean, standard deviation, and simple and multiple regression coefficients were used.

The study revealed that there are medium levels of dynamic capabilities, as well as organizational ambidexterity, there is a significant impact of dynamic capabilities on organizational ambidexterity, and that dynamic capabilities have a significant impact on both exploration and exploitation.

The researchers recommended increasing the interest of private university administrations in Bahrain in employing new knowledge in developing their current and future activities, by entering into strategic alliances with well-known regional and international universities to benefit from their expertise.

Keywords: Dynamic Capabilities, Organizational Ambidexterity, Private Universities, Kingdom Of Bahrain.

Introduction

Many organizations, especially business organizations, face many challenges, the most prominent of which are the rapid developments and changes in the surrounding environment, which lead to the difficulty of predicting the threats they face, and the extent of their danger to the organization's ability to adapt and survive, which makes business organizations need to possess dynamic capabilities to keep pace with these challenges and overcome them

through their dynamic capabilities and maintain organizational ambidexterity within these organizations.

Dynamic capabilities in business organizations represent the organization's processes related to the integration, restructuring, acquisition, deployment or contribution to their creation, and represent the organizational and strategic processes by which managers can convert resources into productive assets within changing work environments, and the ability to reconfigure and change, as has been indicated in many studies that dynamic capabilities reflect the organization's ability to find or modify its knowledge resources and their ability and its actions to improve organizational effectiveness, and contribute significantly to addressing volatile environments by assisting managers in the adjustments and reconfiguration of the operational capabilities of the organization (Salunkea et al., 2011).

Dynamic capabilities with their data are an important means to enable organizations of all kinds and activities to draw strategies and identify the right paths to activate their scientific and operational movement to reach the achievement of their organizational goals, and in light of the great changes and challenges faced by organizations in a changing and unstable environment, it was necessary to make many transformations in the way they perform their work, and search for new strategies that enable them to survive and excel (Helfat et al. 2009, 4).

The concept of organizational ambidexterity has received great attention from researchers recently, and March is considered one of the first to pay attention to the concept of organizational ambidexterity, and this concept has witnessed rapid growth in the field of theoretical and applied research, especially at the level of organizations, where the concept of organizational ambidexterity is concerned with the balance between exploring opportunities that focus on searching for what is new in the long term while adopting risk, and on exploiting opportunities current and properly exploited, especially those that emerge through the organization's interaction with the surrounding environment (Ramirez et al., 2018).

Organizational ambidexterity means seeking to exploit existing resources and explore new capabilities, in the sense of reconciling processes that focus on the organization's exploitation of its competitive position, and exploration that focuses on new opportunities in the future, and it is worth noting that both approaches are necessary for success in the competitive environments in which organizations live, which justifies their need for dynamic capabilities that enable them to move from prevention to a situation Change and deliberately move beyond the status quo, and implement changes by focusing on existing activities in the current situation (Carmeli & Halevi, 2009).

Organizational ambidexterity is a management approach and philosophy to facilitate tasks and achieve overall organizational results for the sustainability of organizations, through innovative, comprehensive, targeted and planned integrated processes to achieve sustainable innovation. The term organizational ambidexterity in strategic management was first introduced by Duncan (1976), and later developed by researchers in various management writings. Organizational prowess is defined as the ability to create innovative solutions within structural constraints using available resources and solve problems in an innovative way. To ensure the sustainability of the enterprise (Horan, & Tolbert, 1984, 20).

Study Problem Statement and Questions

The problem of the study is the organizational ambidexterity in private universities in the Kingdom of Bahrain, as the continuous, sequential and sophisticated changes witnessed

by the reality at the local, regional and global levels of organizations, stressed the need to provide means to achieve an immediate response to be able to face these rapid changes and the ability to understand, absorb and deal with them, in addition to the ability to exploit the profitable opportunities they create. These developments, achieving competitiveness at the level of the organization and the surrounding environment.

Private universities and the nature of their work face many successive and accelerated changes, especially in the field of providing distinguished educational services, especially in light of their presence in a small and highly competitive environment witnessing rapid development at the local and regional levels, as private universities in the Kingdom of Bahrain strive to follow these rapid developments and insist on employing them in achieving success and excellence, as well as the administration of universities. The Kingdom of Bahrain is working at full capacity to be able to keep pace with these developments and benefit from them in achieving local and regional competitiveness, but there are still some administrative areas that need to search for means of development and change that suit the environment in which they operate.

Several studies have indicated a relationship between dynamic capabilities and organizational ambidexterity, such as Ammari (2022), Hanan and Hamed (2021), Aishouch (2021), and Jurksiene & Pundziene (2016) where these studies emphasized the need to develop theoretical frameworks related to both organizational ambidexterity and dynamic capabilities. And focus on its relationship to the ability of organizations to achieve their goals, and therefore the problem of the study can be identified by the following two questions:

1. What is the impact of dynamic capabilities on organizational ambidexterity in private universities in the Kingdom of Bahrain?
2. What is the level of relative importance of dynamic capabilities in their dimensions (sensing capabilities, learning capabilities, integration capabilities, coordination capabilities, and reconfiguration capabilities) and organizational ambidexterity in its dimensions (exploration, exploitation) in private universities in the Kingdom of Bahrain?

Study Importance

The importance of this study comes in its theoretical and practical importance as follows:

-Theoretical importance: The importance of this study emerges from the importance of the variables it contains, namely: dynamic capabilities in their dimensions (sensing capabilities, learning capabilities, integration capabilities, coordination capabilities, and reconfiguration capabilities) and organizational ambidexterity in its dimensions (exploration, exploitation), the researchers have noted the lack of studies that link these variables in one model, and also noted that studies in the Arab environment It is still insufficient, especially the studies conducted on private universities in the Kingdom of Bahrain, so the researchers hope that this study will constitute a scientific addition to researchers in the field of scientific research, enrich knowledge in the field of its variables, and contribute to filling some of the shortage in the Arab library in this field, and the researchers hope that this study will open the way for more studies on its variables, based on the results that will be reached.

-Applied importance: The importance of this study is to determine the impact of dynamic capabilities on organizational ambidexterity in private universities in the Kingdom of Bahrain, and the results of this study and its outputs will be placed at the disposal of the senior management of these universities, to improve their competitive position in the market, as

well as to provide recommendations to address the shortcomings with regard to the dimensions of their variables.

Study Objectives

The main objective of this study is to identify:

1. The impact of dynamic capabilities in their dimensions (sensing capabilities, learning capabilities, integration capabilities, coordination capabilities, and reconfiguration capabilities) and organizational ambidexterity in its dimensions (exploration, exploitation).
2. Identify the level of relative importance of the study variables, dynamic capabilities in their dimensions (sensing capabilities, learning capabilities, integration capabilities, coordination capabilities, and reconfiguration capabilities) and organizational ambidexterity in its dimensions (exploration, exploitation) in private universities in the Kingdom of Bahrain.

Theoretical framework

Dynamic Capabilities

Dynamic capabilities are defined as a set of strategic processes that distinguish the organization from other organizations, and that many business organizations have such strategic processes, by which value is delivered to the customer, but some organizations consider these strategic processes as the main element of the strategic plans adopted in them (Althaus, 2012, 55). As Dynamic capabilities were also defined as the capabilities used by an organization in adjustments and rearrangements of resources and organizational structure to enable an organization to adapt to the surrounding environment in line with changes in its environment (Jiang & al., 2015).

Al-Humairi and Khalil (2018) argue that dynamic capabilities are a set of organizational processes that allow the organization's management to understand and respond to changes in the work environment by adjusting the resource base, organizational structure, and adapting effectively to those changes. Hamed and Hanan (2019) defined it as the capabilities that an organization uses to create, modify or rebuild its resource base in response to external market dynamics, and on the other hand defined by Al-Hajem and Salman (2021) as capabilities that enable the organization to be adaptable and responsive to dynamic environments by creating and providing protection for intangible assets that support superior and long-term performance.

Dynamic capabilities are defined as the ability of an organization to integrate, build and reconfigure internal and external competencies to meet the rapid change in the business environment. Dynamic capabilities also refer to the ability of an organization to efficiently and effectively change its internal processes as well as develop its internal and external resources that allow it to achieve a short-term competitive advantage that can be developed into a long-term competitive advantage (Sultan and Osman, 2021, 347). The concept of dynamic capabilities refers to the consistent behavioral orientation of the organization to reach integration, restructuring and renewal of the resources available in the organization, to achieve qualification for core capabilities and respond to the changing environment to maintain the organization (Wang & Ahmed, 2007). There is five Dimensions for Dynamic Capacity, and they are:

- 1. Sensing Capability:** Sensing means the ability to scan the environment and explore the opportunities and threats it produces in order to formulate the appropriate strategy to deal

with them, and the ability of sensing is the organization's ability to know the opportunities in the surrounding environment, and this ability needs organizations to be in a state of readiness to realize the signals received from the internal or external environment, and analyze their external work environment to exploit the opportunities it may hold and face the expected threats, taking into account the need to rely on scientific methods in studying environmental changes and effects, Collect information periodically regarding the organization itself and its competing organizations, develop programs according to needs, and respond to opinions and initiatives aimed at improvement and development (Teece, 2009, 9).

The organization's ability to sense the environment has been linked to its ability to make changes and develop its internal and external environment alike, and its ability to harness all these changes to its advantage, by looking for opportunities, planning to exploit them and being able to benefit from them (Sultan and Osman, 2022, 102).

2. Learning capability: Learning is one of the human features and essential organizational processes that complement the success and effectiveness of organizations in their various activities, and it can be said that the organization's ability to learn is an important strategic weapon, pushing the organization towards progress, and dynamic capabilities do not include a specific field of knowledge or skills, but rather include the ability to learn many new skills, as well as the ability to provide operational capabilities with new knowledge, and the organization's ability to generate, acquire and exchange knowledge (Al-Qatamin, 2009, 192). The ability to learn from organizations requires absorbing, benefiting from and employing new knowledge in a way that develops and improves their performance in general, as well as encouraging and motivating workers to work on acquiring new information and knowledge, and benefiting from the organizational memory and knowledge store of workers in the face of environmental changes and responding to their needs (Al-Hroub, 2023, 7).

3. Integration capability: Integration capabilities refer to the ability to integrate new knowledge into operational capabilities by providing common understanding and collective sensory perception, and represent the competence that the organization possesses to obtain the resources available to it, combine them and disseminate them to achieve the administrative goals of the organization, and some see it as the ability to unify new knowledge, and include it in the operational capabilities of the organization through the embodiment of patterns of joint interaction and collective logic, and the integration process requires integration in functions, homogeneity of activities, and flexibility of organizational rules and procedures To increase the ability to adapt organizational performance to the needs of the internal and external community of the organization, adjust objectives and reset the agenda according to changing need and circumstances (Al-Haroub, 2023, 8).

Integration capabilities also refer to inputs and factors that the organization controls and uses in the implementation and development of the organization's strategies and capabilities, as they represent energies directed towards the deployment and coordination of resources to achieve the organization's goals and accomplish its various tasks (Al-Hroub, 2023, 9).

4. Coordination capability: In any organization, there is a need for new configurations of operational capabilities and effective coordination of tasks, resources and activities, and the ability to coordinate in the restructuring process helps by managing tasks, activities and resources to deploy reconstituted operational capabilities, and coordination capacity plays a

major role in activating and deploying reconstituted operational capabilities, and it can be defined as the ability to organize tasks, resources and activities and deploy them within the new operational capabilities, and the coordination process plays an important role in the timing of work and not conflict or repetition among them, and plays Coordination includes achieving harmony, cooperation and integration between individuals in the organization, to avoid duplication and conflict, and to achieve linkage and integration between the parts of the organization (Teece, 2009, 8).

Coordination capacity represents the organization's ability to organize tasks, resources and activities within the new operational capabilities, in a way that ensures harmony, cooperation and integration among employees to avoid duplication and conflict, and to achieve linkage and integration between all elements of the organization (Al-Hroub, 2023, 8).

5. Reconfiguration capability: Reconfiguration is also called the term reactivation, and this concept is one of the transformational concepts, and one of the important events and competencies shown by managers, especially in rapidly changing environments, where the clear value of the ability is generated that supports the feeling of the need to reshape the organization's assets, and complete external transformation, and this requires continuous monitoring of markets, technologies, and best practices, and in dynamic, non-static environments, organizations that do not have the capacity to transform and reshape, which in itself are An organizational skill that is learned, and if the restructuring process is practiced repeatedly, this facilitates the completion of the work, and directs the restructuring process towards structuring core capabilities (Al-Hroub, 2023, 8).

Reconfiguration is the organizational art that brings together diverse fields of knowledge with the aim of creating new products and technologies, from the perspective of dynamic capabilities, remodeling requires collective efforts to reconnect diverse networks of collaboration across organizational boundaries to generate creative mix through available capabilities, and an organization can learn and develop its remodeling capacity through its continuous practice of research activities (Teece, 2009, 8).

Organizational Ambidexterity

Organizational ambidexterity prowess has been defined as the need for organizations to strike a balance between exploiting opportunities and exploring opportunities to achieve outstanding organizational performance (Mohammadi, 2021, 32). It was also defined as the organization's ability to allocate resources for the success of both exploration and exploitation activities through proper knowledge of both activities (Popadic, 2015). Organizational ambidexterity is defined as the ability of an organization to pursue a set of integrated activities at the same time, and to have the ability to manage contradictions and tensions in current and future interactions in all activities and at all organizational levels (Wulf et al., 2010).

From the point of view of Tempelaar (2010), organizational ambidexterity represents the ability to sustain both progressive creativity and radical creativity and deal with conflicting activities simultaneously, and can be embodied at the level of processes performed by the team in the work within the organization through the ability to provide creative solutions to the problems facing the organization achieved by the common vision and trust between employees and the activities they practice. See Owais (2015) that organizational ambidexterity refers to the ability of the organization to exploit existing activities in existing areas, and to explore new activities in new areas of the organization, in a

way that creates a relative balance between investment and exploratory performance, and reconciles the organization's resources, the market and competition conditions. there are two Dimensions for organizational ambidexterity, and they are:

1. Exploration: This dimension refers to the search for knowledge and innovative solutions, by working on the development of new visions with the intention of expanding the knowledge base within the organization, in order to provide flexibility during openness to learning through direct experience in the application of high-risk innovations and innovations, which are associated with the introduction of new products to enhance the competitive aspects and have the ability to predict market needs or search for new markets (Hoholm et al., 2018, 341).

After exploring opportunities, he also refers to radical innovation to explore and meet the needs and requirements of new markets, search for new capabilities and resources that help enter new markets and attract new customers through the introduction of new products (Abdelwahab et al., 2019).

2. Exploitation: Exploiting refers to the process of renewal that aims to take advantage of existing assets within the organization by working to improve them or work to improve their use, and the exploitation of opportunities includes learning two basic processes, which are the transformation and application of knowledge, and the transformation of knowledge refers to the skill of the organization in integrating new knowledge with pre-existing knowledge, as for the application of knowledge Referring to the organization's skill in implementing technology and adapting it into new products, the exploitation of opportunities can be divided into internal exploitation of opportunities through simple progressive learning, and exploitation of external opportunities through the use of assets in diverse contexts (Ferrerias-Méndez et al., 2016).

Exploitation refers to the organization's ability to make the best use of available resources and capabilities, to apply existing knowledge without resorting to any additional learning processes, and to focus on the wishes of existing clients by leveraging efficiency and utilizing the organization's available resources (Raisch et al., 2009).

Relationship between Dynamic Capabilities and Organizational Ambidexterity

Aichouche (2021) investigated the extent to which dynamic capabilities contribute to enhancing the dimensions of organizational ambidexterity (exploitation, exploration) in Algerian banks, where the results of the study showed that there is an effective contribution of dynamic capabilities in enhancing organizational ambidexterity.

The study of Jurksiene and Pundziene (2016) also dealt with the relationship between dynamic capabilities and competitive advantage and the adoption of organizational ambidexterity as an intermediate variable, the study found that dynamic capabilities and organizational ambidexterity are related to competitive advantage, and that the three concepts (dynamic capabilities, organizational ambidexterity and competitive distinctiveness) need an applied linking process, and that organizational ambidexterity plays an intermediate role in the relationship between Dynamic capabilities and competitive advantage of the organization.

Ammari's study (2022) evaluated the role of dynamic capabilities in enhancing strategic prowess in penal economic institutions, whose results indicated a positive

relationship between dynamic capabilities in their dimensions and strategic ingenuity, which confirms that dynamic capabilities contribute to enhancing strategic ambidexterity. In another study conducted by Hanan and Hamed (2021), in which the researchers tried to test The impact of dynamic capabilities on organizational ambidexterity, it has been found that dynamic abilities directly affect organizational ambidexterity, as it was found that all dimensions of dynamic abilities (sensing abilities, learning abilities, integration abilities, coordination capabilities, and remodeling capabilities) are positively related to organizational ambidexterity.

Study Hypotheses

Considering the questions and objectives of the study, the following hypotheses were determined:

Ho.1: There is an impact of dynamic capabilities on organizational ambidexterity in private universities in the Kingdom of Bahrain.

Ho2: There is an impact of dynamic capabilities on exploration in private universities in the Kingdom of Bahrain.

Ho3: There is an impact of dynamic capabilities on exploitation in private universities in the Kingdom of Bahrain.

Method

1. Study Sample

The study population consists of directors in private universities in the Kingdom of Bahrain and their number (209) managers, working in (14) private universities according to the licenses provided by the General Secretariat of the Higher Education Council in the Kingdom of Bahrain.

The researchers used the method of a proportional stratified random sample to determine the study sample in order to represent the study population, and after determining the number of managers in private universities in the Kingdom of Bahrain, which numbered (209) managers. A proportional stratified sample was withdrawn according to the sample table and depending on the size of the total population so that the permissible margin of error is (5%) (Al-Najjar et al., 2020, 109), and the sample size represented (136) was a director, and therefore a questionnaire was distributed to managers, 106 questionnaires were retrieved.

2. Study Tool

The researchers relied on the questionnaire as a tool for collecting primary data, guided by the variables of the study and its measurements, in addition to benefiting from previous similar sources and studies related to the variables of the study, and the study tool was built as follows:

Part I: It includes the personal and functional characteristics of the managers of the study population, which include: gender, age, education, and job title.

Part II: Include items that measure dynamic capabilities (independent variable).

Part III: Include items that measure organizational ambidexterity (dependent variable).

Descriptive Analysis and Hypothesis Testing

Table 1 shows the results of the descriptive analysis of the study sample in Bahraini private universities. The number of female managers reached 71 representing 67% of the number of managers in the sample, while the number of male managers reached 35, representing 33%. Regarding to the age, the age group 50-less than 60 years had the largest share, with 61 managers, at a rate of 57.6%, and the lowest age group was less 30 years. Regarding education, the number was highest for holders of a doctorate degree, at 38, at a rate of 35.89%, and the lowest for holders of a higher diploma, at 7, at a rate of 6.6%. As for the job title, the largest number was for the title of dean and department head, with 31 managers for each title, or 21.1%.

Table 1

Demographic and functional characteristics

Variable		Frequency	Percentage
Sex	Male	35	33
	Female	71	67
Age	Less than 30	3	2.8
	30- less than 50	38	35.8
	50- less than 60	61	57.6
	60 and more	4	3.8
Education	Bachelor	28	26.4
	High Diploma	7	6.6
	Master	33	31.1
	Doctorate	38	35.89
Job Title	University President	18	12.2
	University Vice President	22	15.0
	Dean	31	21.1
	Department Director	31	21.1
	Department Head	26	17.7
	unit Head	19	12.9

Table 2 shows the number of items according to which the dimensions of dynamic capabilities and organizational ambidexterity were measured, and the values of the mean and standard deviation for the items of each dimension. The results indicate that the lowest value of the Cronbach alpha reliability coefficient was 0.77, which is higher than the lowest value that can be accepted, which is 0.70. Regarding the average values for the dimensions of dynamic capabilities, they were all at medium levels, the highest being for sensing capabilities with an average of 3.32 and a standard deviation of 0.54, and the lowest for learning capabilities with an average of 3.19 and a standard deviation of 0.52. As for the dimensions of organizational ambidexterity, they were also at medium levels, with close values of 3.29 for exploration and 03.26 for exploitation.

Table 2

Descriptive analysis

Dimension	Items	Alpha	Mean	Std. Deviation
Sensing capabilities	5	0.77	3.32	0.54
Learning capabilities	5	0.82	3.19	0.52
Integration capabilities	5	0.81	3.21	0.52
Coordination capabilities	5	0.79	3.31	0.56
Reconfiguration capabilities	5	0.83	3.29	0.53
Exploration	5	0.78	3.29	0.57
Exploitation	5	0.85	3.26	0.45

Ho.1: There is an impact of dynamic capabilities on organizational ambidexterity in private universities in the Kingdom of Bahrain.

Table 3 indicates the results of the multiple regression factor analysis test of the impact of dynamic capabilities on organizational ambidexterity. The results showed that there is a significant impact of dynamic capabilities on organizational ambidexterity, with the value of R^2 0.78. This means that the variance in organizational ambidexterity is due to dynamic capabilities by 78%. As for the dimensions of dynamic capabilities, it was found that four dimensions had a significant impact: sensing capabilities, learning capabilities, coordination capabilities, and reconfiguration capabilities, with a significance level of less than 0.05. As for integration capabilities, their impact was not significant, as the significance level was 0.24, which is higher than 0.05.

Table 3

Impact of dynamic capabilities on organizational ambidexterity

R	R ²	F	Sig. F	Variables	B	Beta	T	Sig. T
0.88	0.78	69.60	0.00	Sensing	0.12	0.14	2.40	0.02
				Learning	0.30	0.34	4.44	0.00
				Integration	0.08	0.09	1.19	0.24
				Coordination	0.12	0.15	2.14	0.04
				Reconfiguration	0.28	0.32	4.39	0.00

Ho2: There is an impact of dynamic capabilities on exploration in private universities in the Kingdom of Bahrain.

Table 4 displays the results of simple regression analysis of the impact of dynamic capabilities on exploration. The results indicate that there is a significant impact of dynamic capabilities on exploration, with the value of $r^2=0.67$, meaning that the variance in exploration is due to 67% of the variance in dynamic capabilities, which amounted to $f=206.94$, with a significance level of 0.00.

Table 4

Impact of dynamic capabilities on exploration

r	r ²	f	Sig. f
0.82	0.67	206.94	0.00

Ho3: There is an impact of dynamic capabilities on exploitation in private universities in the Kingdom of Bahrain.

Table 5 presents the results of simple regression analysis of the impact of dynamic capabilities on exploitation. The results indicate a significant impact of dynamic capabilities on exploitation, as the value of $r^2=0.58$, meaning that the variance in exploitation is due to 58% of the variance in dynamic capabilities, reaching $f=145.70$, with a significance level of 0.00.

Table 5

Impact of dynamic capabilities on exploitation

r	r ²	f	Sig. f
0.76	0.58	145.70	0.00

Discussion

This study focused on investigating the impact of dynamic capabilities on organizational ambidexterity in Bahraini private universities. The results of the study indicated that there is an medium level of dynamic capabilities, meaning that university administrations give moderate attention to learning capability. They do not give appropriate attention to

employing new knowledge in developing their various activities. They also do not respond as required to the opinions of beneficiaries in developing their services. This is due to the lack of flexibility of regulatory procedures in their organizational structures, in addition to the lack of attention necessary to exchange experiences with other institutions of higher education, and to the lack of attention necessary to exchange experiences with other institutions of higher education.

The results of the study indicated that there are medium levels of the two dimensions of organizational ambidexterity, exploration and exploitation this is due to the lack of interest of universities in targeting new categories of customers, and the insufficient special financial facilities they provide to some groups.

The results showed that there is a significant impact of dynamic capabilities on organizational ambidexterity, as four dimensions had a significant impact on organizational ambidexterity: sensing capability, learning capability, coordination capability, and restructuring capability, while integration capability did not have a significant impact. These results indicate that universities' possession of specific sensing mechanisms to seize opportunities, their benefit from employees in developing their work, their ability to change their priorities according to environmental conditions, achieving harmony among employees, and their interest in reshaping their resources according to their internal needs enable them to explore new opportunities by informing the community of their programs through media channels, as well as exploiting opportunities related to improving their current services by surveying the opinions of those who benefit from their services, and benefiting from the support opportunities provided by the government.

The practical contribution of the results of this study lies in attracting the attention of organizations in general, and business organizations in particular, to the interest of their departments in building their dynamic capabilities, as it has a clear impact in enabling them to explore future opportunities as well as exploit current opportunities.

Recommendations

1. Increasing the interest of private university administrations in Bahrain in employing new knowledge in developing their current and future activities, by entering into strategic alliance with well-known regional and international universities to benefit from their expertise.
2. Reconsidering the organizational procedures followed in universities and making sure to make them more flexible. This can be achieved by conducting a comprehensive review of all the procedures adopted by a work team consisting of various departments to identify the deficiencies in them, as they could be the cause of the bottlenecks occurring in the activities of universities, as well as benefiting from the experiences of other universities by exchanging experiences with these universities.
3. Increasing the interest of universities in the opinions of the beneficiaries of their services to develop their activities. This can be achieved by involving representatives of the beneficiaries in the boards of managers of these universities to benefit from their opinions.
4. University administrations must provide opportunities for their employees to present creative ideas to solve the problems facing universities, through brainstorming sessions for employees, and creating a corner on university websites to present ideas from employees and discuss them with them.
5. Universities should seek to target new categories of customers, especially from neighboring countries, to expand their market share, as there is a great convergence in the culture of

the countries neighboring the Kingdom of Bahrain. In fact, it can be said that the culture of these countries is the same, as they are close to each other and linked by very strong social and political relations. .

6. Universities must work to provide some financial facilities, especially to some social groups, in order to obtain the largest number of clients on the one hand, and to fulfill their social responsibilities related to serving the community in which they operate by granting grants to low-income groups and people with special needs.

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