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The Role of Managers' Cognitive Styles in Achieving Organizational Ambidexterity

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Abstract:

the study aims to ascertain how approaches contribute to the Ministry of Planning's organizational ambidexterity. To complete the conclusions, it also seeks to ascertain the factors and dimensions of the study, get the results, and interpret them. The recommendations illustrate how companies may modify and enhance their behavior while utilizing these factors in the field. The descriptive-analytical technique is used to ensure the maximum level of accuracy possible in the conclusions and suggestions. General managers, several department directors, and division supervisors constituted the research sample. The primary instrument used in the research was a questionnaire distributed to the target sample of 105 respondents. The comprehensive inventory method was also employed, and multiple statistical programs, including PLS SMART V3.6 and 28 SPSS V., were utilized to complete, analyze, and test the research's questions and hypotheses. The research results showed a statistically significant effect. Cognitive styles affect organizational ambidexterity, either directly or through the degree of their dimensions. There is also a positive correlation between the dimensions of cognitive styles, their dimensions (cognitive style, planning style, creative style, collaborative style), and organizational ambidexterity.

Paper type: Research paper.

Keywords: Cognitive Style, Organizational Ambidexterity, Cognitive Style, Planning Style, Creative Style, Collaborative Style

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1.Introduction:

The study's findings indicated a statistically significant impact. Organizational ambidexterity can be influenced by cognitive styles directly or indirectly depending on how much each dimension is present. Additionally, there is a favorable association between organizational ambidexterity and the aspects of cognitive styles—cognitive, planning, creative, and collaborative. Given the massive and rapid changes that the current environment is witnessing in all spheres of life, as well as the attendant global openness, knowledge and technological explosion, and economic and social mobility that push them to work on change and transformation to bring about changes, government organizations and institutions, particularly the Ministry of Planning, face enormous challenges. Those conditions gave rise to the concept of organizational ambidexterity. Given the massive and rapid changes that the current environment is witnessing in all spheres of life, as well as the attendant global openness, knowledge and technological explosion, and economic and social mobility that push them to work on change and transformation to bring about changes, government organizations and institutions, particularly the Ministry of Planning, face enormous challenges. Those conditions gave rise to the concept of organizational ambidexterity. Given the massive and rapid changes that the current environment is witnessing in all spheres of life, as well as the attendant global openness, knowledge and technological explosion, and economic and social mobility that push them to work on change and transformation to bring about changes, government organizations and institutions, particularly the Ministry of Planning, face enormous challenges. It was under these circumstances that the idea of organizational ambidexterity was born. Government organizations and institutions, especially the Ministry of Planning, face tremendous challenges in light of the massive and rapid changes that the current environment is witnessing in all spheres of life, as well as the attendant global openness, knowledge and technological explosion, and economic and social mobility that push them to work on change and transformation to bring about changes. It was under these circumstances that the idea of organizational ambidexterity was born.

It must possess exceptional talents that are dynamic and situation-adaptive to achieve this. Senior management adopting integrated behaviors as an example of "information exchange, cooperative behavior, and participation in decision-making" that harmonize competing aims and may adjust and manage them further contributes to this. Additionally, they are in charge of accomplishing the objectives and igniting a spirit of creativity and revitalization at work to guarantee that problems are faced, complicated business is conducted that necessitates an in-depth understanding of organizational procedures, and excellent strategic decisions are made, including those involving "organizational ambidexterity." To do this, the Ministry of Planning needs to resolve conflicts between the organizations' external environment and internal demands. It is important to conceive organizational ambidexterity not only at the organizational level but also at the team and individual levels. It necessitates that managers have particular skills. Due to the manager's acceptance of the work ethic in the spirit of an integrated team, these talents allow the manager to recognize and take advantage of possibilities to achieve harmonization from a behavioral perspective. When planning future objectives, creating policies, and creating strategies based on the internal and external environments, there should be a balance between opposing actions and offering a vision to investigate future occurrences. To investigate novel approaches to behavior while preserving productivity and allocating resources in the framework of exploitative and exploratory learning and the new abilities needed to develop organizational ambidexterity.

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1.1. Literature Review:

Numerous studies have examined cognitive styles; Hough and Ogilvie's (2005) investigation looked at the relationship between strategic decision results and cognitive type as determined by the MBTI. In a simulated strategic decision-making environment, managers' decisiveness, decision quality, and perceived efficacy may all be controlled and collected from the executives. They discovered that intuitive/thinking managers created superior judgments than other managers by using their intuition to make cognitive leaps based on factual knowledge. Sensing/feeling types, on the other hand, took their time to find decisions that would be socially acceptable; as a result, they made the fewest decisions and were seen to be the least effective of all. Based on a manager's choice for Perceiving or Judging, they observed no influence on decisiveness or perceived effectiveness. As a result, one's cognitive style affects the actual results of decisions and how other people consider them. Cools and Broeck (2008) added to our understanding of how cognitive styles affect management behavior. A content analysis was conducted on written testimony obtained from individuals with varying cognitive types (n ¼ 100). Results: There is qualitative support for the idea that cognitive types influence management style preferences, which might result in different approaches to decision-making, addressing conflict, and providing feedback. Gallén (2010) established the relationship between managers' perspectives on workable strategies and the study of cognitive style and strategy.

The Myers-Briggs Type Indicator (MBTI) is used to categorize the behavior, and specifically the cognitive style, of managers. The organizational typology developed by Miles and Snow is used to analyze strategy. The findings suggest that cognitive style, and in particular the manager's mode of perception (sensing or intuition), influences the manager's assessment of the workable plan. The relationship between the "analytical-intuitive" cognitive style, as measured by the Cognitive Style Index (CSI) instrument, and decision-making in the Iowa Gambling Task (IGT) is the main focus of Ischuller and Kuracka's (2012) investigation into the relationship between cognitive style and performance (and the dynamics of change). 108 people were sampled for the experimental task. The CSI questionnaire, which gauges a person's preference for cognitive style (i.e., analytical vs intuitive), and the electronic version of the IGT were given to them. According to research findings, intuition affects decision-making when avoiding dangerous decisions. According to Fattah et al.'s evaluation of his research, E-entrepreneurship in new, mature businesses is driven by a cognitive style and the promotion of technological adaption. The goal of this research is to identify the primary motivators for youth e-entrepreneurship, which is becoming a more significant component of innovation and economic growth. This study used a survey of 305 Omani business owners to discover that the ambition to pursue e-entrepreneurship was positively correlated with entrepreneurship role models, opportunity appraisal choices, and entrepreneurship education.

Organizational ambidexterity has been the subject of several studies. It is the capacity to simultaneously attain flexibility and alignment at the business-unit level. Among these studies is the one on organizational ambidexterity conducted by Gibson and Birkinshaw (2004). We argue that an atmosphere that combines stretch, discipline, support, and trust facilitates organizational ambidexterity, building on the literature on leadership and organizational context. Organizational ambidexterity has been the subject of several studies. It is the capacity to simultaneously attain flexibility and alignment at the business-unit level. Among these studies is the one on organizational ambidexterity conducted by Gibson and Birkinshaw (2004). We argue that an atmosphere that combines stretch, discipline, support, and trust facilitates organizational ambidexterity, building on the literature on leadership and organizational context. Provide a theoretical framework that explains how behavioral complexity is cultivated by behavioral integration within a TMT, allowing for the development of organizational ambidexterity. Furthermore, we argue that the relationship between TMT behavioral complexity and organizational ambidexterity is moderated by contextual ambidexterity.

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However, multilevel insights regarding how HR practices may support operational managers' ambidexterity and how their ambidexterity may lead to organizational ambidexterity are lacking. Jansen et al. (2020) demonstrated that managers of operations who engage in both exploratory and exploitative activities are the source of organizational ambidexterity. Our multisource and multilevel data from 467 operational managers and 104 senior managers within 52 firms shows that the top-down effects of ability- and motivation-enhancing HR practices on operational manager ambidexterity are partially mediated by their role breadth self-efficacy and intrinsic motivational orientation. We found that ability- and motivation-enhancing HR practices affect operational manager ambidexterity; however, these effects are partially mediated by role breadth self-efficacy and intrinsic motivational orientation. Our multisource and multilevel data was gathered from 467 operational managers and 104 senior managers across 52 firms. The study found that open innovation moderates the relationship between organizational ambidexterity and business performance. By highlighting the moderating roles that organizational ambidexterity and open innovation play in a company's performance.

Many research works, such as Wilms et al. (2019), demonstrate a relationship between the two research variables. This study looks at the relationship between cognitive styles and organizational ambidexterity, and the mediating roles of cognitive differentiation and integration. The research empirically investigated the hypothesis using partial least squares structural equation modeling on a sample of 101 top managers. Cognitive differentiation and integration of top managers mediate the relationship between organizational ambidexterity and their paradoxical frameworks. Additionally, managers' cognitive integration has a moderating effect on organizational ambidexterity and cognitive differentiation. The influence of cognitive diversity within the top management team (TMT) on the organization's potential for ambidextrous innovation—that is, its capability to innovate dramatically and gradually—was examined by Kanchanabha and Badir (2021). The influence of cognitive diversity within the top management team (TMT) on the organization's potential for ambidextrous innovation—that is, its capability to innovate dramatically and gradually—was examined by Kanchanabha and Badir (2021). These findings have significant ramifications for corporate decision-makers with varied cognitive styles. That would aid in the development of organizational ambidexterity through the analysis of paradoxes inside a corporation.

The speed at which business environments are changing, particularly in the new century, and business organizations' failure to proactively take advantage of these possibilities present a research challenge. The speed at which business environments are changing, particularly in the new century, and business organizations' failure to proactively take advantage of these possibilities present a research challenge.

- The first question is: To what extent are the structural contexts and means available within the organizational framework for implementing organizational ambidexterity in the Ministry of Planning?
- The second question is: What is the extent of the perceptions and trends of the decision centers in the Ministry of Planning in building organizational ambidexterity and applying it on the ground?
- The third question is: What are the scenarios that managers generate due to cognitive methods, and what are their implications for building organizational ambidexterity?

The research objectives include answering the research questions that emerged from the research problem, which are summarized in:

- To identify the level of application of organizational ambidexterity, government organizations' interest in the research sample
- To identify the role of cognitive methods in building organizational ambidexterity in organizations of interest in the research sample
- Discovering the nature of the effectual relationship between the research variables (cognitive styles and organizational ambidexterity) according to the research sample.

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2. Research Methodology:

The greatest method for obtaining sufficient and correct information that portrays reality and aids in the examination of its phenomena is to use an analytical-descriptive approach (del Campo, 2017). The Statistical Package for Social Sciences (SPSS V.28) and SMART PLS.3.3 programs were used to handle the research data. The study approach comprised the following five paragraphs:

2.1The Research Limits:

•Spatial limits: The application of the field side of the research was limited to the Ministry of Planning.

• Time limits: The practical component's and theoretical research's durations ranged from 1/6/2023 to 15/10/2023.

• Cognitive limits: There were two variables in the study: a dependent variable and an independent variable that represented cognitive styles in the following dimensions: collaboration, knowledge, planning, and creativity. organizational ambidexterity an overview of its aspects: (exploitation ambidexterity, exploration ambidexterity).

• Human limits: middle and senior management.

2.2 The research hypothesis:

Research Hypotheses:

Within this framework, there exists one primary hypothesis:

H. There is a statistically significant impact of cognitive styles on organizational ambidexterity.

Derived from this overarching hypothesis, four subsequent hypotheses arise:

H1: Knowing style has a statistically significant impact on organizational ambidexterity

H2:Planning style has a statistically significant impact on organizational ambidexterity

H3:creative style has a statistically significant impact on organizational ambidexterity

H4: Cooperating style has a statistically significant impact on organizational ambidexterity

2. 3The hypothetical research scheme:

A hypothetical research plan, shown in Figure 1, was developed by the study's goals and problems after a review of the literature on research variables and their dimensions.

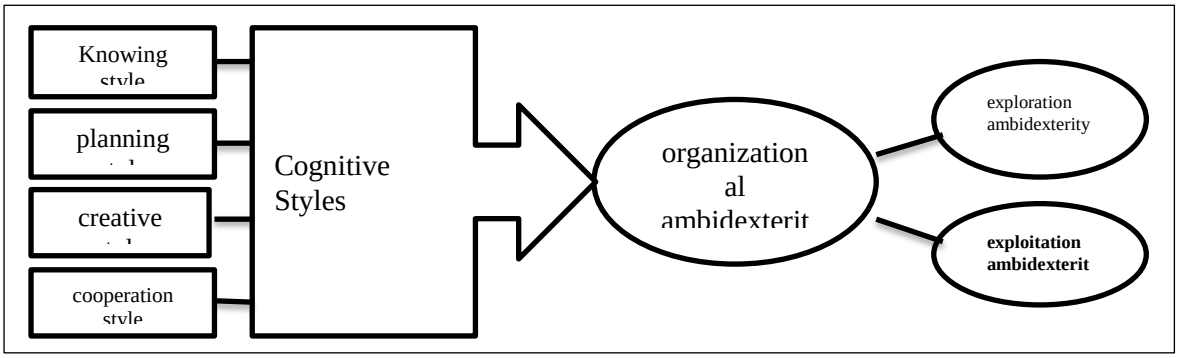

Figure 1: Hypothetical research scheme. Source: By research

2.4 Measurement tool:

Eva Cools (2021) used a scale to assess the independent variable, cognitive styles, using 24 questions that were distributed on four sub-dimensions: knowing style, planning style, creative style, and cooperative style. Weigel et al. (2023) reported that organizational ambidexterity, the dependent variable, was assessed using 20 items that were distributed on two sub-dimensions: exploitation ambidexterity and exploration ambidexterity.

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2. 5 Research community and sample:

Since the Ministry of Planning is one of the governmental entities involved, it was selected as a community for the current study. To achieve organizational ambidexterity, managers can process information that helps organizational management cognitively place contradictions and tensions side by side in ways that allow it to "embrace" these tensions rather than deny them to achieve a balance between the orientations of exploration and exploitation. This is accomplished by enhancing the capabilities of exploitation and exploration and the ability to manage the tension between them.

The senior and middle departments (n = 112) that make up the research community are represented by the division director, the deputy general manager, the general manager, and the department director. Arif and Al-Abadi (2020) state that The methodology was based on the enumeration of the study community from Stephen Thompson's statistical equation (1), from which 105) were obtained and 7 questionnaires were omitted due to its invalidity. The research sample's demographic dispersion is displayed in Table (2) below.

Table 1: Demographic Distribution of the Research Sample

Demographic Factors	Category	Frequency	Percentage
Gender	Male	68	65. %
	Female	37	35. %
Age	20 - 30	17	16.2%
	31 – 40	39	37.1 %
	41- 50	32	30.5%
	51-60	17	16.2%
	Total	**105**	**100%**
Job position	general manager	7	6.7%
	assistant general manager	21	20.0%
	circle manager	4	3.8%
	department manager	26	24.8%
	Assistant Department Director	5	4.8%
	Division manager	42	40.0%
	Total	**105**	**100%**
academic qualification	**Preparatory school**	4	3.8%
	Diploma	4	3.8%
	Bachelor	40	38.1%
	High Diploma	15	14.3%
	Master's	34	32.4%
	PhD	8	7.6%
	Total	**105**	**100%**
Experiences	5 years and less	10	9.5%
	From 6 to 10 years	14	13.3%
	From 11 to 15 years	32	30.5%
	From 16 to 20 years	21	20.0%
	From 21 to 25 years	15	14.3%
	More than 25 years	13	12.4%
	Total	**105**	**100%**

Source: Researchers, according to SPSS.V 28

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The aforementioned chart makes it evident that there is a close ratio of men to women, which highlights the need to maintain balance when allocating administrative jobs in the Ministry of Planning based on qualifications and experience rather than gender. The group (31–40) had the highest percentage of intellectual maturity among the age groups, with a rate of 37.1; this was followed by the group (41–50) with a rate of 32.5.

The aforementioned chart makes it evident that there is a close ratio of men to women, which highlights the need to maintain balance when allocating administrative jobs in the Ministry of Planning based on qualifications and experience rather than gender. The group (31–40) had the highest percentage of intellectual maturity among the age groups, with a rate of 37.1; this was followed by the group (41–50) with a rate of 32.5.

The organizational and administrative structure makes it clear that, in terms of occupations, the Division Manager category is the most important, followed by the Department Manager category and, in increasing order, the Department Director category. Lastly, the group with the highest percentage, 30.5, is the one based on years of experience (11–15), followed by the category with the second-highest percentage, 20.0, which is based on years of experience (16–20). This demonstrates how the Ministry of Planning manages its responsibilities by depending on the young component.

2.6 Material and Methods :

The most important ideas, components, traits, and attributes of these variables were covered in a literature review, which served as the foundation for the theoretical framing of the research variables. These elements are thought to be the fundamental building blocks of any cognitive framing that may help provide a strong foundation for businesses to employ in their organizational operations**.**

2.6.1 Cognitive Styles Concept :

Over the past few decades, the idea of cognitive styles has been more well-known in the literature on organizational behavior, cognitive psychology, psychology, and management sciences. The idea of cognitive styles describes how managers take in and apply knowledge about circumstances and occurrences to direct their actions. Over the past few decades, the concept of cognitive styles has been more well-known in the literature on organizational behavior, cognitive psychology, psychology, and management sciences. The concept of cognitive styles describes how managers take in and apply knowledge about circumstances and occurrences to direct their actions .The idea is that when managers use sensing or intuition for perceptions, the organization can see what it wants to see in the external environment and deal with it proactively, enhancing organizational innovation throughout the organization to increase organizational performance (Boccardell et al., 2021). If it wishes for firms to stay conscious of the state of affairs, continuously adjust to their surroundings, and concurrently look for chances to increase the productivity of their distribution of goods or services (Engin and Vetschera, 2017). Managers' decisions are influenced by the way they reason, acquire data, and analyze it. In many areas of organizational activity, the effectiveness of these procedures and their caliber have a direct impact on an organization's performance. Managerial cognition, perception accuracy, information processing and memory, and problem-solving application of the information (Zhong et al., 2023). Allison and Hayes (1996) claim that managers' cognitive styles may be utilized to characterize a propensity in which they interpret inputs and utilize the knowledge to shape their strategy and actions (Armstrong and Jeppesen, 2013). According to Armstrong and Jeppesen (2013), cognitive style can predict managers' performance more accurately in specific circumstances. Clapp and Rucktum, 2023) found that cognitive styles contribute to the explanation of why managers with similar skill sets and levels of competence make different judgments. This was supported by Hough and Ogilvie (2005). Furthermore, cognitive styles pinpoint individual variations in managers' perceptions, acquisitions, interpretations, and applications of knowledge (Tegel et al, 2023).

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2.6.2 Characteristics of Cognitive Styles:

It was once remarked, "Know yourself and know your rival," more than 2,000 years ago. Your odds of winning or losing are identical when you don't know who your opponent is but you do know yourself. You will undoubtedly be in danger if you don't know yourself or your competitor (Kozhevnikov, 2007). It was once remarked, "Know yourself and know your rival," more than 2,000 years ago. Your odds of winning or losing are identical when you don't know who your opponent is but you do know yourself. You will undoubtedly be in danger if you don't know yourself or your competitor (Kozhevnikov, 2007). Understanding cognitive styles can help one gain a deeper understanding of managers, the traits of strategic decision-makers, and how their styles impact performance. It can also help one comprehend how team heterogeneity in cognitive styles may influence decision outcomes (Hough and Ogilvie, 2005). Different cognitive styles affect learning, problem-solving, decision-making, communication, inter-functioning, and creativity. Cognitive styles are a critical component of successful cooperation between HR and managers, and efficient decision-making (Cools and Broeck, 2008). Cognitive style and personality are two connected factors necessary to comprehend individual psychological variations and the characteristics of managers. Managers' attitudes and views are referred to as their personalities, while their techniques for receiving, storing, processing, and transmitting information are referred to as cognitive style (Alzoubi et al., 2017). However, the attitudes and beliefs of their managers are reflected in the traits of managers in strategic companies. This suggests that certain cognitive and behavioral styles are necessary for managers to be effective in dynamic scenarios to adapt to changing external surroundings and influence process changes (Alade and Windapo, 2021).

However, the attitudes and beliefs of their managers are reflected in the traits of managers in strategic companies. That suggests that certain cognitive and behavioral styles are necessary for managers to be effective in dynamic scenarios to adapt to changing external surroundings and influence process changes (Alade and Windapo, 2021). Studying cognitive styles could help us understand strategic decision-makers better, traits and styles that impact performance and the potential effects of heterogeneity in managerial cognitive styles on decision outcomes (Carpenter, 2004).

2.6.3 Cognitive Styles Dimensions:

A manager's cognitive styles are defined as their consistent attitudes, inclinations, and ingrained methods of perception, recollection, thought, and problem-solving. These styles can be expressed in various ways. various cognitive styles have various aspects (Wei et al., 2022). Regarding cognitive style's potential relevance in the research of organizational behavior and the comprehension of management issues. There can be no dispute. Understanding cognitive types and their variations can improve productivity and performance on both an individual and team level. The cooperating style is positively correlated with feeling, and the creative style is positively correlated with intuiting, given the applicability and value of the cognitive style concept for organizations, which also identified the cognitive style dimensions of knowing style (positively correlated with thinking) and planning style (positively correlated with sensing) (Cooke and Broeck, 2007).

2.6.4 Knowing style:

Whether the information is explicit or implicit, the managers' skills and talents in the tasks make up their cognitive style, which is more complete than their knowledge (Piombo et al., 2003). The manager's preferred approach to handling newly obtained knowledge is represented by his or her cognitive style, which sets him apart from other managers and demonstrates the manager's intelligence. According to Alnazer et al. (2017), style is one of the approaches that is distinguished by its dependence on precise facts and information on problems within the company.

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According to the writers (Cools and Broeck, 2007), Knowing style is the preference for an impersonal, logical, and analytical method of information processing used to make analytical abilities and logical reasoning (Simuth and Schuller, 2015).

2.6.5 Planning style:

Planning style refers to managers' preferring drive toward stability, control over the whole work process, and a balance between intuition and rationality in strategic decision-making organizational behavior(Cools and Broeck,2008). Atonality planning style Managers prefer to follow a step-by-step decision-making process that includes identifying and formulating the problem. It also involves thoroughly assessing pertinent information, generating a set of alternatives, evaluating the costs and benefits of these alternatives, and ultimately making a logical choice based on conscious deliberation (John and Eke, 2020). Managers scoring high on the planning style (‘planners’) are attracted by structure; they search for certainty and prefer a well-organized environment. Planners like to make decisions in a structured way and are mostly concerned with the efficiency of the process(Cools et al., 2010). As the effect of planning style on strategy is direct, it would be interesting to understand better under which conditions managers with a low and high planning style contemplate a career and how managers perceive available opportunities and use information to guide their behavior (Cools et al., 2021).

2.6.6 creative style:

To assess the fluency of the styles developed by managers, they can also have those in common with relationally divergent or emotionally intuitive styles. As a result, creative managers typically use factual knowledge and statistics to support their intuitive, or "feeling," judgments. They may believe that making decisions is a process that combines intuition and reason (Wechsler, 2009). The consideration of both genetic and environmental factors, as well as the harmony between cognitive ability and personality traits, emotion, and cognition, is indicated by creativity styles. Every manager possesses a unique creative potential and a distinct approach to realizing this potential within organizational and environmental settings. It is the fashion that resulted from these factors interacting. The evolution of cognitive and artistic approaches (Nogueira et al., 2016). "two' habitual mental models that represent managers' 'thinking and preference in the situation' is reflected in the creativity cognitive style of managers. Nonetheless, human behavior results inside businesses are fundamentally influenced by creative style (Mitchell et al., 2007).

2.6.7 Cooperation style:

cognitive styles influence managerial role development. Disparities significantly affect learning, problem-solving, decision-making, communication, HR functioning, creativity, and cognitive styles. It is thought that cognitive styles are an important component of successful inter-employee interaction and effective growth (Liao et al., 2020). According to Armstrong et al. (2012), Messick (1996) postulated that styles have an impact on collaboration because they are linked to interpersonal functioning, management behavior perceptions, and his comprehension of the connections between styles, teamwork, and performance outcomes in field companies. Furthermore, a theory was proposed that suggested relationships between managers and staff members are influenced by the way they see the relationship between their aims. They may determine that their objectives are separate, competitively adversely associated, or cooperatively favorably related. Wong and associates (2014) described cognitive style as holistic and experiential. Managers attach great importance to communication and employee relationships, as they prefer to think on a pragmatic and experiential level. Managers take this into account whenever they make decisions. They assemble information by sensing, listening, and interacting with others. They like teamwork and attach great importance to team spirit and cooperation (Vanderheyden et al.,2003).

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2.7 Organizational ambidexterity Concept :

Venugopala et al.(2020) argued that organizational ambidexterity positively affects organizational performance through capability exploitation and available opportunity exploration. (Hwang et al.,2023) define organizational ambidexterity as "an organization's capacity to simultaneously exploit existing competencies while exploring new opportunities (Teo et al., 2017). While firms geared toward exploratory activities "are likely to suffer the costs of experimentation without gaining many of its benefits," organizations that are too focused on exploitation suffer from inertia and unsatisfactory stable equilibrium. Thus, the capacity of the organization to strike a balance between exploitation and exploration to ease the consequent tensions is referred to as organizational ambidexterity (Emery and Boukamel, 2017). Organizational structures are established to handle the competing trade-offs between alignment and adaptability. As described by Duncan (1976) using the idea of ambidexterity. Ambidexterity is described as "the ability to simultaneously pursue both incremental and discontinuous innovation and change," considering the strong relationship between strategy and environmental elements and organizational structure and take advantage of the fundamental tasks of exploration and exploitation. According to Zhao et al. (2024), "exploitation activities" include things like "refinement, efficiency, selection, and implementation," and "exploration activities" include things like "search, variation, experimentation, and discovery." Symbolize the survival and success of the organization Ambidexterity is defined as the organizational ability to practice the dual aspects of organizational growth through alignment between exploration and exploitation activities (Nicholson et al.,2016). Thus, according to organizational ambidexterity theory, companies can only thrive if and when both the "variation" of exploration and the "selection" of exploitation processes are skillfully controlled (Kerry and Simone, 2019).

2.7.1 Organizational ambidexterity dimensions:

assisting companies in implementing continuous improvement procedures to generate value over the long run by designing organizational processes that enhance present competencies, expertise, and working conditions while putting forth the highest amount of effort to reach the desired efficiency level (Shlaka and Jassem, 2022). Despite being promoted as a desirable skill for job enhancement, organizational ambidexterity's dimensions and the method by which it emerges have not received enough attention (Tulowitzki et al., 2022). According to March (1991), exploitation and exploration activities are learning patterns that reinforce themselves in the following ways (Taródy, 2016):

2.7.2 Exploitation ambidexterity:

According to Wang and Rafiq (2014), exploitation is the utilization of an organization's strengths and existing knowledge to increase production and efficiency. The utilization of organizational competencies, technology, or fundamental capabilities that are already in place and produce dependable, favorable outcomes is referred to as exploitation (Jurksiene and Pundziene, 2016). Managers are capable of high-level organizational and strategic performance via investigation and exploitation. Whereas top-down information streams from upper management to the lowest hierarchical levels of the business are positively correlated with exploitation (Aoki and Wilhelm, 2017). In addition, exploitation promotes ongoing engagement and cooperation, both of which are essential for knowledge generation. Participation, control, certainty, enhancement of current technologies and knowledge, refinement, variance reduction, and refinement are all associated with exploitation (Tian et al., 2021).

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2.7.3 Exploration ambidexterity:

Dialog is crucial for knowledge discovery. According to EStrobl et al. (2020) since it enables managers to create strategic competencies by looking for novel possibilities and methods and weighing their alternatives (Eisenblit al., 2023). According to Birkinshaw and Gupta's (2013) definition of exploratory behavior in management, it involves "searching for, discovering, creating, and experimenting with new opportunities." An ambidextrous company can investigate new prospects in the surroundings, according to Liu et al. (2019). In addition, it can continue to expand the present organizational procedures while continuously adjusting to the environment. In this context, exploration refers to the act of discovering and utilizing new external technologies to provide new goods and services (Kim and Lee, 2021).

2.8 Relationship of cognitive styles and organizational ambidexterity:

Employing "organizational ambidexterity" can help organizations deter conflicting "activities." According to (Raisch and Birkinshaw, 2008), this strategy pushes managers to accept contradictions and figure out how to live with them at the same time. As a result, it has something to do with how senior management teams think or make decisions (Smith and Lewis, 2011). Popadiuk et al. (2018) discussed the connection between cognitive styles and organizational ambidexterity. Here, the ability to scan the environment, investigate choices, create and implement them effectively, and use organizational skills is the main focus of the investigation. Its emphasis is on exploitative and exploratory innovations that foster organizational ambidexterity in response to external circumstances (Lieshout,,2021). If all organization members can adopt it, using organization ambidexterity for company growth can yield both short- and long-term innovation advantages. Because of this, an ambidextrous organization encourages creativity in all of its people and successfully handles innovation to guarantee its longevity. (Hartono and Indriati,2022). The aggregate of managers' knowledge structures may be viewed as a group-level knowledge structure since cognition cognitive styles are virtually always collaborative in the sense that what we know, acquire, and perceive is dependent upon or impacted by interacting with others. Organizations may achieve what has been called "organizational ambidexterity" if they successfully manage exploitation and exploration (Lin et al., 2013).

Accordingly, organizational memory, knowledge acquisition, information diffusion, and information interpretation are all outlined by organizational learning processes (Yan and Dong, 2016). These cognitive processes—perception, reasoning, intuition, and learning—are dependent on. A manager generates information at the strategic level by perception or intuition. Finding prospects is referred to as intuition. Research and development, as well as other future-oriented knowledge-focused activities, are conducted at the organizational level. Achieving the capacity to investigate the surroundings, take in information from them, and react appropriately is the problem of integrating organizational ambidexterity operations. In contrast, alignment focuses on the capacity to effectively utilize already-existing resources (Lee et al., 2019). In this sense, ambidexterity may frequently be ingrained in the corporate setting, as managers handle conflict in the course of their work regularly. that may be attained by employing the cognitive styles that "support managers in their decisions regarding how to amorously manage innovation and efficiency, as well as exploration and exploitation" (Junni et al., 2015). Mhaibes and Jameel (2022) examined how HR flexibility helps firms attain organizational ambidexterity and manage ongoing change.

3.Discussion of Results:

The results of the statistical analysis and interpretation of the descriptive and explanatory statistics of the study variables and their sub-dimensions are presented in this paragraph. The results will be analyzed and diagnosed by examining the study sample's adoption and application of each paragraph's replies.

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3.1 Descriptive statistics:

Table:- 2 displays the values of the mean, standard deviation, variance, and coefficient of difference for each item. The sample answers were represented according to the research variables

Table 2: Descriptive statistics for research variables

Variables	Descriptive Statistics						
	Dimensions		M	S. D	C.V	Relative importance	Arrangement
cognitive styles	knowing style	D1	3.07	0.853	27.81	61.40	2
	planning style	D2	3.28	1.106	33.68	65.71	4
	creative style	D3	3.27	0.876	26.77	65.49	1
	cooperation style	D4	3.26	0.967	29.62	65.30	3
General Average			3.22	0.815	64.4	25.3	
organizational ambidexterity	exploration ambidexterity	Y1	3.25	0.874	26.87	65.07	2
	exploitation ambidexterity	Y2	3.27	0.762	23.30	65.40	1
General Average			3.26	0.765	23.46	65.20	

Source: By researchers, according to the SPSS.V 28

Cognitive style is the independent (influential) variable that was assessed using the following methods: collaborative knowledge style, planning cognitive style, creative knowledge style, and cognitive style. 24 elements make up the dimension in the Ministry of Planning, and the descriptive statistical analysis of the cognitive style data has been completed. Overall cognitive ability was evaluated to be 3.22, moderately accessible, and exercised with a comparatively high level of attention (64.4%). This was true for a variety of cognitive traits that demonstrate how various individuals process and use information, which translates into the kinds of activities and behaviors that ministry managers deal with daily. With a relative coefficient of variation of 25.3% and a standard deviation of 0.815, the sample came to this realization through agreement and convergence in opinions. Organizational ambidexterity, the dependent variable, was assessed using two dimensions—investment ambidexterity and exploration ambidexterity—and was summed up using 19 questions. The elements and dimensions of organizational ambidexterity were subjected to a descriptive statistical study by the Ministry of Planning, which concluded that it received some attention, had an arithmetic mean of 3.26, and was modest in practice. The Ministry's systematic conduct allows it to reach high levels of investment and exploration at the same time, as seen by its standard deviation of 0.765. Effective resource management, effective organizational practice management, and enhanced environmental change response and adaptation capabilities enable this. The relative coefficient of variation in dexterity in the replies and agreement was 23.46%.

3.2 Correlation hypothesis analysis :

Analysis of the correlation between cognitive styles and organizational ambidexterity The first core hypothesis is a statistically significant correlation between perceptual-cognitive styles and their dimensions and organizational ambidexterity and its dimensions), as Table 3 shows positive correlations as follows:

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Table 3: Correlations of Cognitive Styles and Organizational Ambidexterity,

Variables	**exploration ambidexterity**	**exploitation ambidexterity**	organizational ambidexterity
knowing style	0.564**	0.511**	0.571**
	0.000	0.000	0.000
	n=105		
planning style	0.555**	0.377**	0.503**
	0.000	0.000	0.000
	n=105		
creative style	0.784**	**0.575****	0.731**
	0.000	**0.000**	0.000
	n=105		
Cooperating style	0.845**	0.701**	0.829**
	0.000	0.000	0.000
	n=105		
cognitive styles	0.797**	0.624**	0.763**
	0.000	0.000	0.000
	n=105		
P**<0.01, P*<0.05			

Source: By researchers, according to the SPSS.V 28

Three strong and positive connections were found between organizational ambidexterity and its dimensions and the cognitive approaches. This indicates the overall association between them and organizational ambidexterity was (0.763**). This implies that the Ministry of Planning's interest in ambidexterity will inevitably increase as it becomes more interested in studying cognitive techniques. The Ministry of Planning's increased interest in cognitive methods may increase investment prowess, as indicated by the strong direct correlation coefficient (0.624**) between the two dimensions. The direct correlation relationship between the methods was the cognitive level with the exploration proficiency dimension (0.797**), which is strong overall, The first main research hypothesis—that is, that there is a statistically significant correlation between the methods of cognitive awareness and organizational ambidexterity and its—is accepted as a result of the researcher's observation that all correlation coefficient values at a significance level (0.000) are less than the significance level (0.05). Organizational ambidexterity and its dimensions showed three positive and substantial connections with the cognitive approaches. Accordingly, their correlation with overall organizational ambidexterity was (0.763**). Therefore, the Ministry of Planning's interest in ambidexterity will inevitably increase if it becomes more interested in studying cognitive techniques.

3.3 Testing the effect of cognitive styles on organizational ambidexterity:

The third core hypothesis was based on the existence of a considerable impact of perceptual-cognitive styles and their dimensions on organizational ambidexterity. When rejecting and accepting the hypotheses for the core hypothesis and its sub-hypotheses derived from the second core hypothesis, a multiple linear regression model was employed using the backward method, tabulated (T) value indicators (1.983), at the level of significance (0.05) and the degree of freedom (104), and my agencies to ascertain whether the hypothesis was accepted or not.

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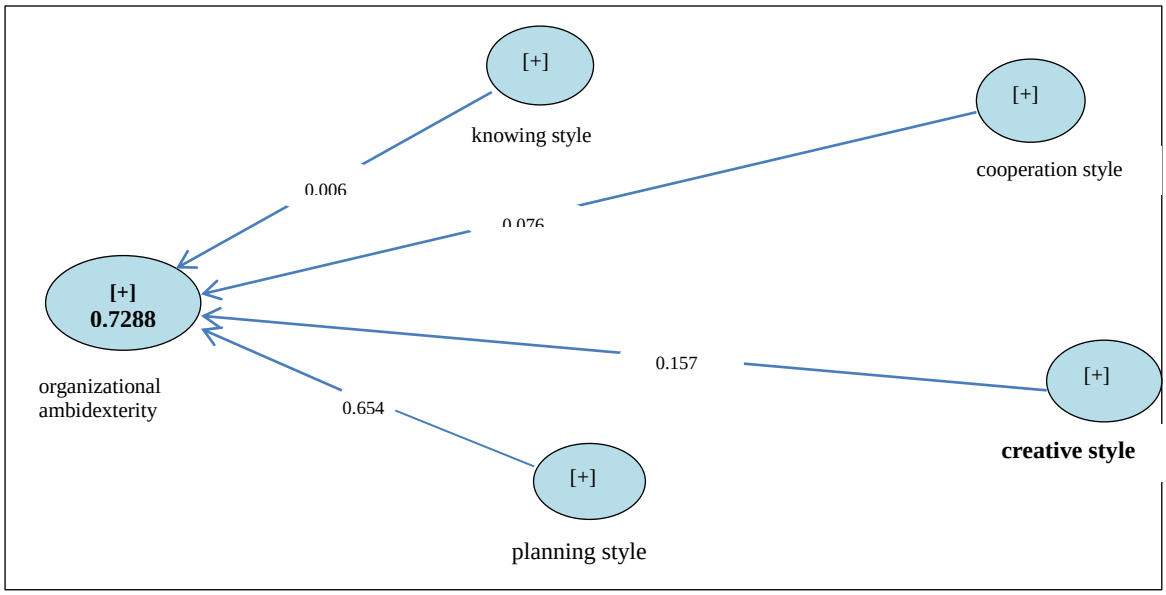

Figure 2: The impact of the cognitive styles on organizational ambidexterity
Source: SMART PLS.3.3 program outputs.

Table 4: The impact of cognitive styles and their dimensions of organizational ambidexterity

Independent variables	organizational ambidexterity						
	B	Se	T	P	R^2	AJR^2	SRMR
knowing style	0.006	0.117	0.052	0.959	0.728	0.716	0.076
planning style	0.076	0.187	0.406	0.685			X^2
Creative style	0.157	0.126	1.250	0.212			1530.449
cooperation style	0.654	0.118	5.537	0.000			NFI=0.596

Source: SMART PLS.3.3 program outputs.

Table 4 results demonstrated that the effect models that explain the latent variable cognitive styles, which are measured by their dimensions (cognitive style, planning cognitive style, creative cognitive style, and cognitive style Cooperative Society), account for a percentage (71.6%) of the changes that occur in organizational ambidexterity. The explanation coefficient (R^2 = 0.728) and the adjusted explanation coefficient (AJR^2 = 0.716). That suggests that cognitive methods—a collection of cognitive traits reflecting individual variations in information analysis and use—are responsible for any improvements in organizational ambidexterity observed in the Ministry of Planning. That translates into actions and behaviors that manager's encounter regularly in a variety of scenarios. The chi-square value (X2=1530.449), the standard suitability index value (NFI=0.596), and the standardized root mean square value of the residuals (SRMR = 0.076) were all obtained for the tested model.

4. Conclusions:

1.Enhance Cognitive styles the behaviour of managers in the Ministry of Planning and their ability to explore and exploit available opportunities and work to eliminate threats and deter them at work.

2.Cognitive styles affect organizational ambidexterity both directly and through the degree of its dimensions.

3.There is a positive correlation between the dimensions of cognitive methods, the cognitive method, the planning method, the creative method, the cooperative method, and organizational ambidexterity.

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4.Reaching prestigious levels of ambidexterity comes only through the working managers and human resources in the ministry under investigation, which confirms that organizational ambidexterity is based on efficiency, creativity, and continuous interaction.
5.that managers' unique traits and the way they use their cognitive styles to do things like looking for and monitoring environmental information and signals, collecting and connecting information from different sources, making sense of knowledge representations, weighing potential options, and making strategic decisions about them are all important for seizing opportunities.
6. the more proactive managers are in collecting and analyzing information, the more capable they are of planning because the work of the Ministry of Planning is very precise and requires a high level of knowledge and interaction with environmental conditions.

Authors Declaration:
Conflicts of Interest: None
-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.
- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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دور الانماط المعرفية الادراكية للمديرين في بناء البراعة التنظيمية: بحث تحليلي في وزارة التخطيط

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مستخلص البحث:

يرتكز هدف البحث على تحديد تأثير الانماط المعرفية للمديرين في بناء البراعة التنظيمية ، بحث تحليلي في وزارة التخطيط , وكذلك تشخيص واقع متغيرات وابعاد البحث ، لبلوغ النتائج وتفسيرها لكي تكتمل مع الاستنتاجات وصولا لتقديم عدد من التوصيات لتصحيح وإنضاج السلوكيات التنظيمية في ممارسة هذه المتغيرات ميدانياً ، وانسجاما مع توجهات البحث تم اعتماد المنهج الوصفي التحليلي لكي يتكامل الوصف مع التحليل لإعطاء افضل مستوى من الدقة في النتائج والاستنتاجات ، اذ تمثلت عينة البحث بالمديرين العامين من مدير عام ومعاون المدير العام مديري الدوائر و ورؤساء الأقسام ومديري الشعب ، وتمثلت أداة جمع بيانات الرئيسة للبحث بالاستبانة ، والتي تم توزيعها على العينة المستهدفة بواقع(105) استمارة وتم الاعتماد أسلوب الحصر الشامل، في حين تم العمل بعدد من البرامج الإحصائية)SPSS V.28) و (PLS SMART V3.6) في انجاز وتحليل بيانات البحث واختبار فرضياته وتساؤلاته. وأظهرت نتائج البحث وجود تأثير ذو دلالة إحصائية. تؤثر الأساليب المعرفية على البراعة التنظيمية، إما بشكل مباشر أو من خلال درجة أبعادها. توصل البحث الى وجد علاقة ارتباطية موجبة بين أبعاد الأساليب المعرفية وأبعادها (النمط المعرفي، التخطيطي، الإبداعي، التعاوني) والبراعة التنظيمية.

نوع البحث: بحث مستل من أطروحة دكتوراه
المصطلحات الرئيسة للبحث: الانماط المعرفية، البراعة التنظيمية , وزارة التخطيط

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