CORPORATE IDENTITY AND AMBIDEXTERITY

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NICK VAN DER MAST
ERASMUS UNIVERSITY ROTTERDAM
ROTTERDAM SCHOOL OF MANAGEMENT

SEW EURODRIVE

RSM ERASMUS UNIVERSITY

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Author:	Nick van der Mast
Supervised by:	Prof. Dr. em. P. de Wolf
Co-reader:	Prof. Dr. A.J.J.A. Maas
University:	Erasmus University Rotterdam
Faculty:	Rotterdam School of Management
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I. PREFACE

Less than two years ago I started the part-time master Business Administration at the RSM Erasmus University in Rotterdam. Two very special and agitated years this allowed me to develop myself further. It also was two difficult years, having a fulltime job next to this part-time study certainly wasn't easy. Also in the middle of my study our first daughter was born, which made me learn more and more how to manage time. I guess you get a free course time-management when studying and working together. Not only the substantive scientific knowledge, but also the network I've build I consider as very valuable. On personal level I have grown a lot, learning to interpret things in a different way and look at objects from another perspective.

In December 2016 I started my research on the consequences of organizational DNA and task design on the ambidexterity of an organization, after a period of seven months I can show you the results of this research. This research I conducted in cooperation with SEW-Eurodrive, the firm I work for.

I like to thank a few people who have helped me with this thesis. First of all I would like to thank Peter de Wolf for his help as coach during the writing of my master thesis; also I want to thank Alexander Maas for being co-reader. The meetings certainly helped getting my research done. Next tot that I want to thank all my colleagues for the input they delivered in this research. I especially would like to thank my partner Daphne for allowing me to make time for my study, and help me finish my study on time. Finally I would like to thank all my family and friends for the support during my study and for the patience they had.

Nick van der Mast

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To improve is to change; to be perfect is to change often – Winston Churchill

II. Summary

Organizations experience more and more ''hyper'' competition due to the growing internationalization and rapidly changing technologies. Organizations can't stay viable any longer by only focussing on one core activity and need to keep changing their business model in order to stay ahead of the competition and surviving on the long term. Searching for new opportunities is hard for organizations, but not impossible. Searching for new opportunities and maintaining their current activities both at the same strength is nearly impossible for the most organizations and is referred to as ambidexterity. The word ''ambidextrous'' is derived from the Latin words: *ambi-* meaning both and *dexter*, meaning favourable. Thus, ambidextrous meaning literally ''both favourable'', in organizational terms it means doing both things with equal strength.

An important factor of ambidexterity within organizations is the organization itself, mostly referred to as the ''organizational DNA''. The organizational DNA consists of the four most important factors within an organization: structure, culture, systems and management. These four factors together tell how the internal organization operates and show its DNA.

When focussing more on the structure of an organization, the process regulation of an organization is an important factor for flexibility. Focussing on process regulation the task design of employees can enhance the flexibility of an organization. Task design tells something about the way employees perform their task and whether they can change from tasks in a horizontal way (*e.g.*, task roulation) in a vertical way or the interchangeability of the employees.

This study is conducted within the positivistic paradigm and is deductive. The study consists of a literature review and an empirical research. The empirical research is conducted in a quantitative way by using questionnaires. In total 105 useable questionnaires were filled in by employees working in small and larger organizations and from different layers from the organizations. With the results of the questionnaire the independent variables (organizational DNA and process regulation) and control variables (size/age of the organizations and dynamism) are measured.

The analysis shows that organizational DNA in its most flexible form doesn't have an overall positive significant effect on ambidexterity, except for culture. Nevertheless, process regulation in the form of task design has a significant positive effect on ambidexterity. Also the dynamism is in every form positive significant related to ambidexterity. This means that organizations not always have to focus on having an open and loose organization and pushing themselves into an ultimate flexible organization, but also maybe have to use conservative techniques to pursue organizational ambidexterity.

Based on these results it is possible to conclude that organizations that want to pursue ambidexterity need to focus on the task design of their employees. Starting with the horizontal and vertical movement of the task by teaching them new tasks in different positions and to create a form of flexibility within the task design of employees. Horizontal movement is important to let employees not only know their own tasks and function, but also the other tasks and functions in an organization. In search of new opportunities employees are the foundation of the success of the organization, horizontal movement allows them to see and discover new opportunities from a different perspective by also knowing other perspectives. The same counts for the vertical movement, employees need to know what their supervisors do and what the tasks are in order to see the ''bigger picture'' and not only focussing on their own jobs. Creating a context where employees know both ends of the task design will lead to more flexibility, opportunities and understanding which have a positive effect on ambidexterity.

Also interchangeability between functions is important to create a viable context regarding ambidexterity; employees need to be able to change between functions without a lot of effort. When an organization is rapidly changing, you need employees who can change jobs in an instance without the need for long traineeships. Knowledge therefore is the basis of a flexible and viable organization in pursuing ambidexterity.

Nick van der Mast
Erasmus University Rotterdam
Rotterdam School of Management
Rotterdam, Netherlands

III. INTRODUCTION

Markets keep changing overtime, where markets change, organizations keep changing as well. The demand of products and services that arise from customers is constantly changing, sometimes disruptive and sometimes these changes are incremental. The growing tendency towards internationalization of organizations and cross border competitiveness ensures that the competitive environment is changing rapidly for organizations. The positioning of organizations will change as competitors will find ways to explore new business. Organizations therefore need to change to keep their competitive advantage, change in a way where their competitive advantage is sustainable and the continuity of the organization is ensured. To keep up with their competitors and keep a competitive advantage, organization must not focus solely on exploiting their existing business, but also exploring new ones. To prosper, or even survive, organizations must excel at both exploitative and exploratory innovation (Tushman and O'Reilly 1996). Achieving exploitation and exploration at the same time enables success, even survival, but raises challenging tensions (Andriopoulos and Lewis 2009). These tensions are viewed as paradoxes in which choosing one always feels like negatively influencing the other. Organizations that can combine these two factors and balance them are called ambidextrous organizations. This organizational ambidexterity is defined as the capacity to simultaneously achieve alignment and adaptability at a business-unit level (Gibson and Birkinshaw 2004).

A company's ability to simultaneously execute today's strategy while developing tomorrow's arises from the context which its employees operate (Birkinshaw and Gibson 2004). This context of an organization is essential; if the organization is not fit for ambidexterity it will never achieve exploration and exploitation at the same time. For a company to succeed over the long term, it needs to master adaptability and alignment, an attribute that is sometimes referred to as ambidexterity (Birkinshaw and Gibson 2004). Flexibility enables ambidexterity; a firm can't be inflexible and still pursue ambidexterity.

But, how does an organization get ambidextrous? It isn't that simple and many organizations tried and failed. This provokes questions like: 'why do organizations fail or succeed in attempting doing two things simultaneously' and 'which part of an organization is important in succeeding'. These questions are trending for the last five years, both for researchers as for managers. Many researchers (Adler 1999; Tushman and O'Reilly 1996; Bartlett and Ghoshal 1989; Gibson and Birkinshaw 2004) have formed an opinion about the antecedents of ambidexterity. Adler (1999) pointed out the importance of the employees, their training and trust with the management as key factors of the ambidextrous organization. This is a perspective were the personal relationship with the employees is facilitating an organization to be ambidextrous. Tushman and O'Reilly (1996) and Bartlett and Ghoshal (1989) focussed more on the organization and its variables, something Gibson and Birkinshaw refer to as *organizational context*. Tushman and O'Reilly (1996) pointed out that a decentralized structure, common culture, vision, supportive leadership and flexible managers are the keystones on which organizational ambidexterity builds. Thus, we know certain factors which are important in creating an ambidextrous organization, but in which degree is uncertain. Also there are more factors that have an effect on the organizational context and the ambidexterity of an organization which are yet to discover.

Nokia is such an organization that went through a change; Nokia was founded in 1886 when three companies merged into one (Nokia Ab, Finnish Rubber Works Ltd. and Finnish Cable Works Ltd.). Nokia first core business was paper milling. It was Mechelin (founder of Nokia) who sought to expand into the electricity business; Idestam (co-founder of Nokia) was against this transformation but had to retire in 1896. It was until 1979, with the merger of Nokia and Salora that they started producing mobile phones. Nokia later became the leading manufacturer of mobile phones. Nokia shows that organizations evolve over time and can change and adapt when they need to. Nevertheless, Nokia only shows that back in time they only explored for new opportunities and failed to exploit the current business. On the other hand, 3M has proven to maintain their core-business for more than a century. In 1905, 3M's core-business was sandpaper, till this day on, 3M still sells sandpaper. Next to sandpaper, 3M has more than 50 successful

other products in different markets. This shows that for the long run, organizations need to adapt and explore but also align and exploit their current business. In many organizations the focus was too long on one of the two activities, which had a negative effect on either the long-term viability of the organization or the short-term wellness of an organization.

Within the resourced based approached theory researchers changed from a tangible perspective to a non-tangible perspective where intrinsic knowledge and skills are more important factors. The more a firm succeeds to exploit these resources in different end-markets, getting access to a wider knowledge base and acquire more variety in skills, the more flexible they will become (Itami, 1987; Quinn, 1992; Teece, Pisano and Shuen, 1997; Volberda 2004). The most rational, analytic instruments measure the known, or make predictions based on logical projections from known data. If you want change, you need to mobilize people to what is unknown, not what they already know (Kanter, 1983)

IV. SEW-EURODRIVE

SEW-Eurodrive is a world-wide organization with subsidiaries all over the world. SEW-Eurodrive is represented in 51 countries with 15 production plants and 77 ''Drive Technology Centres'' on 5 continents. Over 16.000 people are working at SEW-Eurodrive including 900 engineers, 550 researchers, 270 students and trainees, many thousands of employees in development, production and sales worldwide and are responsible for a total net sale of € 2,7 billion. The main focus is on the SEW subsidiary in the Netherlands; this subsidiary is responsible for all the sales activities in the Netherlands, and accountable for approximately € 80 million in sales and has 130 employees.

SEW-Eurodrive is well known for their drive technology and is market-leader in some markets. Differentiating from geared-motors to servo-technology and AC-drive technology SEW-Eurodrive provides a wide range of products for the industrial market with large worldwide customers such as BMW, VAG-group, Unilever and Vanderlande. SEW-Eurodrive is well known as supplier of components and this business concept has proved it's successful for the past 85 years. Whereas market changes and customer preferences differ relative to 10 years ago, SEW-Eurodrive sees the urge to partly change their business concept. Due to disappointing results and heavy competition in the more complex drive technology, SEW-Eurodrive noticed that for some markets/customers the traditional business concept does not comply. To ensure the organizations continuity SEW-Eurodrive started the MAXOLUTION© project. The main idea behind the MAXOLUTION project is to serve customers on project based instead of component delivery and to change towards a more consulting role where SEW-Eurodrive is embedded at the start of a project until the end of a project.

A. Maxolution, a new perspective

What is Maxolution? And what will be the impact on the corporate identity, strategy and image of SEW-Eurodrive in the Netherlands? These two questions form the main topic of this paragraph. Every firm competing in an industry has a competitive strategy, whether explicit or implicit. This strategy may have been developed explicitly trough a planning process or it may have evolved implicitly trough the activities of the various functional departments of the firm (Porter, 1980). To answer the first two questions, it is important to know what the strategy is SEW now is and what the driving forces are behind the strategy. Stake and shareholders, surroundings and customers all have their impact on strategy. First of all, the market segmentation and trends worldwide and in Europe will be discussed. To get a clear view of the market and their surroundings, the customer requirements and competitors are the main topic in paragraph B. After that, the core of the SEW structure (business units) and the strategy behind it is being examined.

B. Market Segmentation and Trends

There are three levels of market segmentation, which are critical to SEW, this is the *low-tech* market, the *standard* market and the *application product/special* construction market (see figure 1.2). These three markets represent the whole area in which SEW operates. Due to internationalization SEW recons that in established markets (Europe and the United States), the more advanced technology (application

product/special construction) has the most market potential. In more emerging markets (e.g. India and China) the basic technology has the most market potential and is also profitable. In contrast to the more established markets you can see a decline in prices on low-tech and standard products because of the growing competition. Also the market shares of SEW is relatively low in the more advanced technology than important competitors. In the next 10-20 years according to SEW the trends will be that there will be a change of energy base of the industry in the next 20 years. Also flexibility and modularization is increasing as maintenance, globalization and knowledge management.

SEW core businesses are based on the standard products and growing towards application solutions (high-end/advanced technology). When looked at what the trend is worldwide, this is considered that the standard and low-tech products are growing in market share and the high-end applications and systems barely have market potential left. Chinese suppliers mainly focus on low-tech products and are now moving towards standard products. In contrast to the trend worldwide, SEW recognizes a trend in Europe which is more focused on application and system solutions. Established companies and specialist mainly dominate these markets, the entry-level for potential competitors is very high due to the advanced technical knowledge and high R&D cost. SEW concludes that the SEW- core markets are not growing with the same speed as other (top)segments, which could be a potential threat for SEW in the future.

C. Competitor Comparison and Customer Requirements

When looking at SEW most important competitors, which are: NORD, Siemens, Lenze, Bonfiglioli and ABB, they are differentiated over all markets. Siemens is more towards the high-tech solutions (low volume) where NORD is more towards the same area as SEW (basic solutions, high volume). SEW concludes that in the high-tech solutions they are not yet good enough and in the basic solutions they are becoming too expensive because of the upcoming Chinese substitute products.
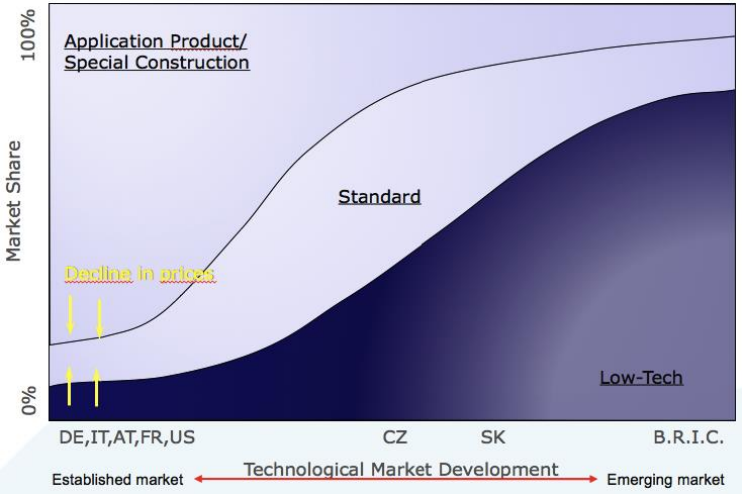
Figure 1.1: Product Market Model (internal SEW documents)
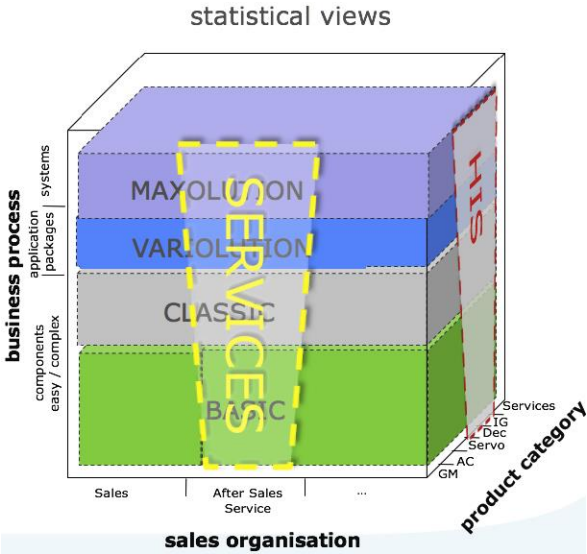
Figure 1.2: Market Department Structure (internal SEW documetns)

When looked at what customers require (see figure 1,1), SEW defines two roles. At the Basic level SEW thrives to be the *optimal logistical service supplier*, where in system solutions SEW focuses to be an *application solution supplier*. Where the volumes are high and the products are relatively standard and low-tech, customers' demands standardization of processes and products, as well as modularization of products to maintain their flexibility in core processes. As mentioned before, shorter lead times also enhance the flexibility; it is one of most important factors for purchasers when choosing a supplier. The growing competition also has its effect on the importance of cost reduction at the customer side, whereas there are more suppliers to choose from, so negotiations are much easier. Another result of the growing competition and globalization is the rise of global sourcing, which make cross border expansion and maintaining businesses harder.

<center>*D.* Business Units</center>

In order to penetrate other segments, SEW divided its organization in four main business units (see figure 1.1 for schematic view):

- Basic
- Classic
- Variolution
- Maxolution

Basic and Classic are focused on standard and a low form of application solutions where component delivery is the core operation, whereas Variolution and Maxolution are focused on high-end application and system solutions where the core operation is based on project management. On top of that SEW locates its Service as overarching unit that is important in as well the Basic business unit as Maxolution business unit. In the next paragraph each business unit is being discussed and what its intended strategy is. The business units Basic and Classic are discussed together because they are in certain areas interwoven and complementary to each other on operational level.

1) Business Units Basic and Classic

Within the basic business unit low-tech and high volumes are important, also sustainability has a lot of influence on the products and solutions that are sold at basic level. The high level of volumes ensures that sustainable products have the desired impact. This is also one of the factors that are important for the business unit classic, where mass customization is the strategy to obtain market share. These two business units are focused on processes between each other. Enhancing processes means fewer losses and can result in a lower cost price, which either enhances the margin or lowers the selling prices which makes it harder for competitors take over market share.

The strategy behind business unit classic is to provide an interwoven concept between SEW and the customer to ensure that processes are as lean as possible and cost-efficient. The challenge is to achieve global potential in volume markets and yet prevent cannibalization of product trough innovation, which requires precise assignment. The products are relatively ''simple'' and have a very stable product life cycle; the products are ''easy to get'' and ''easy to use''. Solutions don't play a big role, customer already know what they want. Thus, words like lean, easy, fast and high quality standards are important factors to ensure the profitability and continuity.

Whereas Basic is focused on single component delivery, the business unit Classic is more focused on mass-customization ''fits like a glove''. The strategy behind this business unit is to provide a solution and adapt to the customer wishes trough modular systems, thus keep their efficiency (standardization) but also being flexible (modular components). To ensure its position as specialist, technological leadership is an important strategy to make sure the business unit stays profitable. The business unit classic is more focused on the integration of industry and application-oriented functions (*e.g.*, software and hardware), to enhance the collaboration and integration with customers and thus creating added value for the customer.

2) Business Units Variolution and Maxolution

At the other side there are two business units who use a business model that is the complete opposite: Variolution and Maxolution. Whereas Variolution is focused on speed and convenience, Maxolution is focussed on competence. Both business models are designed to create high-tech solutions on low volumes and are dedicated to optimized solutions for the customer, the most important factor between each business unit is to improve the technological knowledge.

Within Variolution the main target is to set industry standards through partnerships with customer and intensive collaboration. It's important to deliver a complete package, as well on technical level as in supply chain management, after sales and service. The big advantage of Variolution is that the solutions are based on package solutions with relatively standard components and still being able to deliver the

flexibility (*e.g.*, customer specific software modules). The difference between Basic and Classic is that there is a high level of integration in the buying process of the customer. It starts with advising and consultancy on specific areas in which SEW has superior application and product knowledge, after that risk management is introduced to reduce risk due to predefined configurations. After selling the project SEW stays integrated into the process by training customers to work with SEW-products.

Maxolution takes it a step further and has three main targets, namely:

1. Pilot phase of solutions for generation of future trend packages
2. Technology leadership through partnerships
3. Deviation of new business segments with high potential

It has an exclusive project character in this specific business segments and carries the full responsibility for the whole solution/project. Whereas in the prior business units consultancy wasn't an important factor (except for Variolution), in Maxolution this is the main strategy. There is a clear shift from straight forward component supplier (Basic) to project-oriented supplier where consultancy is the foundation. The difference between Maxolution and Variolution is noticeable in the integration strategy, where in both business units advice and consultancy is rather important, in Maxolution taking responsibility for the solution on functional basis as well on production divers from Variolution. Next to that, (software) engineering, commissioning, production, IP-regulation, training and project management are both important factors which enhance the integration at the customer; the result is a customer specific solution.

What does SEW tries to achieve? To keep competition irrelevant they try to open new markets and / or possibilities of doing things different.
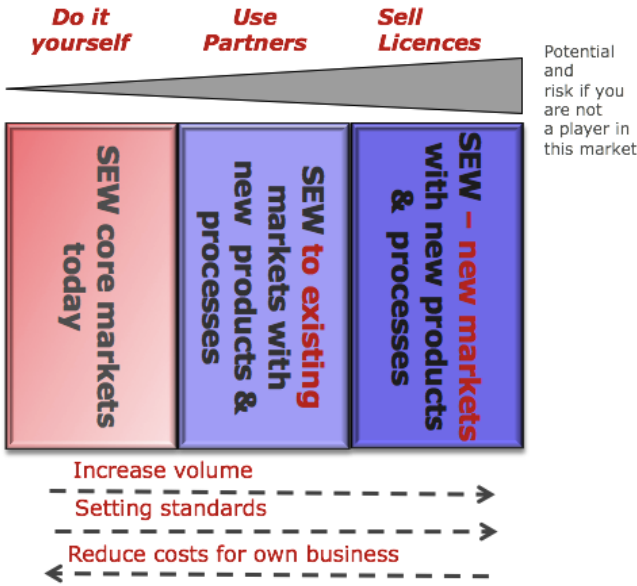
Figure 2.1: SEW Strategic model (internal SEW Documents)

E. SEW Netherlands

To maintain and create a worldwide unique identity, SEW created the Eurodrive structure. Local assembly facilities which differentiated themselves through a combined push-pull systems which leads to short delivery times, local responsiveness and high end service are the key factors of the Eurodrive structure. Early in 1945 ''Vector Aandrijftechniek'' started in Rotterdam, Netherlands with dealing in several drive

components of different suppliers. After a long partnership between SEW and Vector, SEW acquired Vector around 2010.

Her customers know SEW-Eurodrive as a reliable partner who produces and delivers high quality products. Many big corporations who use the products and services of SEW-Eurodrive are: Vanderlande, Heineken, Unilever, Friesland Campina etc. All these organizations rely on the quality and speed of SEW-Eurodrive. All Eurodrives are locally focused; also SEW-Netherlands only operates in the Netherlands. This reason behind this structure is because of the conflicting cultures different combinations of geographic areas can have. Most neighbouring countries have a certain history with each other, which can have its conflicts on business level. For organizations like Heineken, Unilever and Friesland Campina but also end-customers of big OEM'ers like Schiphol for Vanderlande demand that they can rely on the products and services of SEW-Eurodrive. These organizations all operate 24/7, in most of the times the products acquired from SEW al critical in the process of the customer. That's why one of the biggest advantages of SEW-Eurodrive – compared to competitors – is that they can deliver products fast 24/7.

134 FTE are currently working at SEW-Eurodrive, and is controlled by a management board which consist of four members included the managing director. Within the organization there is one headquarter (Rotterdam) and four service offices. The organization is separated into two different units, Drive Components and Drive Solutions. Drive components can be compared to the Basic and Classic structure which is used in SEW Germany and Drive Solutions with the Variolution and Maxolution business units (see appendix A for organizational structure).

Facts and figures	
Turnover SEW-NL BY2015	€ 80 mln
EBIT BY2015	15 %
FTE	134
Employed past 5 years	20
Out of employment last 5 years	36
Average length of employment	21,2
Average age	48,7

Main question:

'' Which influence does organizational DNA and process regulation in the form of task design has on the organizational ambidexterity''

Sub questions:

What is the impact of the different variables within the organizational DNA on ambidexterity?

What is the effect of task-design on ambidexterity?

A. Ambidexterity

Since the financial crisis started a decade ago with economic uncertainty as a result, firms and managers reaffirmed the importance of adaptability. This ability lets firms move fast towards new opportunities, penetrate new markets and allows them to be flexible when asked for.

According to the environmental selection perspective, organizations are inert and the selection of entire firms is responsible for major adaptions to business environments (Hannan and Freeman, 1977, 1989). In contrast, advocates of the adaption perspective propose that organizations are flexible and adapt to their environments by changing their routines and standard operating procedures (Cyert and March, 1963; Levitt and March 1988)

B. Ambidexterity in a Human Perspective

Research in fields such as managerial economics organization theory and strategic management have recently adopted the human trait of ambidexterity (an individual's ability to use both hands with equal skill) as a metaphor to describe competent organizations. If switched to an organization, it's doing multiple different things at the same time, e.g. maintaining the current business. How do organizations manage these contradictions?

Organizations are setting op new businesses to guarantee the continuity of the organization and to ensure their viability and competitiveness in an increasingly turbulent environment in which multiple and inconsistent contextual demands can emerge. Organizations are looking to expand their capacities to successfully confront intensifying paradoxes and effectively manage contradictory challenges (Carmeli and Halevi, 2009). The synchronous pursuit of both exploration and exploitation (i.e., ambidexterity) (Gupta, Smith and Shalley, 2006) has been conceptualized as critical for adaption, viability, and success (Benner and Tushman, 2003; March, 1991). Thus, for organizations who want to exploit their existing business and explore new businesses it's important the achieve ambidexterity in to their organizations. But this isn't going without a struggle; achieving ambidexterity is asking employees to do contradicting activities. As mentioned earlier, ambidexterity is: 'an individual's ability to use both hands with equal skill', this is not something you will learn overnight. The climate of an organization is essential in pursuing ambidexterity, without the right climate you can train your workforce in which way you want, but the organization won't be able to achieve an optimal form of ambidexterity. Thus, the question that arises is: what is the context of an ambidextrous organization and on which pillars should the organization be evaluated? Gibson and Birkinshaw (2004) adopted the conceptualization of organizational context of Ghoshal and Bartlett (1994) as four interdependent behaviour-framing attributes: discipline, stretch, trust and support (Carmeli and Halevi, 2009). Discipline, stretch, trust and support is a combination of management styles which is a part of the management behaviour and leadership style. These attributes (discipline, stretch, trust and support) are opposing but also complementary and interdependent; to remain ambidextrous a perfect balance of these attributes is required. For example, too much trust results in high level of social support and thus in a country club context (Birkinshaw and Gibson 2004). Ergo, these attributes have a strong influence on the context in which employees can operate. When achieving an optimal context, it doesn't mean the organization is ambidextrous, it means it supports a context wherein ambidexterity can grow. Below there are a few definitions of the different attributes as explained by Birkinshaw and Gibson (2004).

Discipline: an attribute that leads to clear standards and expectations, a system of open and fast-cycle feedback and consistency in the application of sanctions
Stretch: an attribute that manifests the establishment of shared ambition, the emergence of collective identity, and the development of personal significance in turnaround tasks.
Trust: an attribute that manifests and induces fairness and equity, involvement and enhanced personal competence of organizational members.
Support: an attribute that manifests a more help-oriented managerial approach that leads to greater availability of yet interdependent and complementary attributes.

So what can managers and management team do to enable ambidexterity into their organization? Of all people in an organization, they are the ones with the most influence on the organization members and their success. Effective management teams are those who possess the necessary cognitive and behavioural complexity to respond to contrary behaviours (Carmeli and Halevi, 2009). As Lei and Slocum (2005) noted, in order to respond effectively to complex adaptive systems, upper echelon executive members need to craft a coherent strategy that integrates several core pillars delivering value. The execution of management planning is essential in enabling flexibility and thus achieving ambidexterity. Managers need to focus more on the creative side of the organization and stop analysing data over and over with the same results.

Leading an organization to balance strategic contradictions successfully depends on the extent on which an organization context articulates the capability to employ a wide variety of roles and occasionally contradictions, this is what Gibson and Birkinshaw (2004) call contextual ambidexterity, and refers to an organization-specific context that builds and enables the meta-capabilities of exploration and exploitation to flourish simultaneously (Carmeli and Halevi, 2009; Gibson and Birkinshaw, 2004). Thus, it is of importance to recognize the DNA of the organization and the effect it has on contextual ambidexterity and its attributes.

C. Ambidexterity and Performance

Why put so much effort in making your organization ambidextrous? Eventually tension within the organization will arise when solely focusing on only alignment or on only adaptability. Ambiguous messages within the firm fractionate the organization, when focusing on only one side of the polarity intensifies pressure from the other side of the polarity (Argyris 1993; Lewis 2000). In the most organizations with a top-down decision layer and a normal hierarchy, departments are often structured in a functional way. The tensions between functional departments often arise when management is leaning too much to one side of the polarity. When focusing more on adaptability and exploration, tensions start to arise in departments where the focus is on alignment and exploitation. According to Andriopoulos and Lewis (2009) employees that focus on alignment and exploitation have a certain grudge against departments where the focus is on adaptability and exploration, because these departments are very often considered 'fresh, young and cool', also they think that the revenue is being wasted at these departments. Thus, tensions between employees and managers can arise when focussing on only one side of the organization. That's not the only argument why organizations need to focus on both strategies.

According to March (1991) exploration can't survive without exploitation and vice versa, he stated that the exclusion of exploitation in the exploration phase has a negative effect on the success of the adaptive systems, they are likely to find that they suffer the cost of experimentation without gaining many of the benefits, while the other way around (exploitation without exploration) the organization is likely to find themselves trapped in suboptimal stable equilibria. Ergo, next to the tensions it brings within the organization, March suggests that organizations need to develop simultaneously the two activities; this is the primary factor for organizations prosperity. Eventually, Gibson and Birkinshaw (2004) found that alignment and adaptability and their interaction (ambidexterity) are significant and positively correlated with performance with ambidexterity as the strongest correlation.

The question now is which factors support ambidexterity in an organization. As pointed out by Gibson and Birkinshaw, the organizational context is an important factor in achieving ambidexterity in a firm. Gibson and Birkinshaw even found a positive correlation between the context of an organization and the ambidexterity of the organization, making it by far more interesting to research the effects of the organizational context on the organizational ambidexterity. Thus, it is necessary to look at the factors at which organizational context consists of.

D. Ambidexterity in TMT's

Top management teams (TMT's) and its participants have the most impact of all employees on the organization. They decide the strategic goals, define the structure of the organization, design the control and reward systems and can have an effect on the organization culture. TMT's should provide the right type of leadership were the rest of the organization can depend on and which fits the organization goals. According to Adler and colleagues (1999) leadership is the most important precondition in simultaneously achieving flexibility and efficiency. However, getting a grip on leadership is hard and understanding leadership in its context is a crucial element in knowing under which conditions executives must operate to make sure the right form of leadership is adopted (Halevi, Carmeli and Brueller 2015).

Behavioural integration in TMT's is a key-element in strategic decision-making, Hambrick (1994) defines behavioural integration as the 'degree to which the group engages in mutual and collective interaction', it's a certain form of 'tameness'. Research shows (Halevi, Carmeli and Brueller 2015; Hambrick 2005) that behavioural integration is a meta-construct that ensures both collaboration (social) and information sharing and joint decision-making (task-process) in TMT's. Halevi and colleagues (2015) noted that TMT's who develop behavioural integration inside their TMT process positively correlates with ambidexterity in dynamic environments. Thus, making it important in dynamic and uncertain environment to develop behavioural integration in TMT's to achieve organizational ambidexterity and thus survive.

We know what ambidexterity means in an organization, for an organization (performance) and what TMT's internally should do to create a climate were ambidexterity can grow. But, still something's are uncertain, what is the best organizational structure? High or low hierarchy? What is the best organizational culture? Open or closed? Which planning systems are the best and what type of management for middle management is the best for achieving ambidexterity? Ergo, what is the best organizational DNA for an organization to achieve ambidexterity?

E. Organizational DNA

To identify the 'DNA' of an organization we investigate the identity of the particular organization, this identity can be divided in three variables: organizational DNA, corporate strategy and corporate image. The perception and interpretation by stakeholders may be critical to the survival of an organization. Based on the image they have of an organization, stakeholders may decide to start or finish business relationships with that organization, and it will influence whether they supply it with recourses. Therefore, one of the tasks of strategic management is to influence the image that stakeholders hold of the organization, directly and indirectly, by adapting an organization's organizational DNA. (Van Rekom and Van Riel 1993; Van Rekom 1998). Everything an organization does, makes and sells, everything it says, writes down or displays should contribute to its identity (Olins 1990). A CEO must make choices about structure, management, systems and culture. Collectively, these choices constitute the underlying logic that determines how an organization behaves, they constitute the organizational DNA (Govindarajan and Trimble 2005). Organizational DNA is the structure, systems, processes and beliefs that shape individual-level behaviours in an organization (Burgelman 1983; Denison 1990; Ghoshal and Bartlett 1994).

The organizational DNA is a part of corporate strategy and focus mainly on the internal behaviour of an organization. It is defined in four main groups: structure, culture, systems and management and contains every part that is essential for strategic management and strategic choices. According to Volberda (2004) the organizational DNA is essential in enhancing the ability for an organization to change and react on changing and uncertain environments. Thus, the right design for an organization is essential in surviving and remaining profitable and successful. The four groups will be discussed separately.

1) Structure

There are several definitions of structure, which go from a human-relations perspective to a more formal perspective. Most definitions describe structure as the way work is being divided in specific tasks, and the way these tasks are coordinated (Volberda, 2004). First of all, structure is a representation of de actual distribution of responsibilities and powers over the employees of an organization. This distribution results in a basic organization form, brought together by different components like functions, units and divisions. These stable elements (responsibilities, powers, functions, units et cetera) and their ability to

change depending on the environment, without too much effort, are essential to reach the flexibility needed to survive (Volberda, 2004; Krijnen, 1979). The structure of an organization is therefore a key element in finding a way to an optimal form of ambidexterity depending on the context of the organizations environment.

In the base organizational structure there are three key elements defining the organizational context: Structure of departments, hierarchal level and functionalization of management. The structure of departments is for example based on the similarities of knowledge and skills, products or target groups. According to Volberda (2004) a high degree of functionalization has a negative effect on the adaptability of an organization because of the focus on internal optimization of departments instead of cooperative optimization. When the environment is changing rapidly (*e.g.*, hypercompetitive market) and events are unforeseen, there is an urgent need for cross-functional and coordination between functional departments to adapt to the changing surroundings (Khandwalla, 1997).

The hierarchal level of organizations can be found in many forms, partly depending on the size of an organization, the variety is big. When looked at the trend of the past decennia, there is a movement towards flatter organizations with less management levels to maximize the speed organizations can make decisions. Also big organizations (*e.g.*, Apple Inc., Google) try to flatten out the organization. The introduction of these different levels of authority makes an organization steep with a lot of vertical decision-making processes. Thus, the information that is originated from the highest management level and goes down to the lower levels of management is filled with selective perceptions that are unrecognizable by the time it reaches the lower levels of management (Khandwalla, 1977; Thompson, 1967; Hrebiniak and Joyce, 1984). A flatter organization has a more accurate and shorter response time when it comes to providing information top-down and bottom-up. Therefore, flat organizations are more effective when it comes to making room for flexibility (Volberda, 2004).

The functionalization of management is important for the cross functional corporation between different units. When management levels are highly functionalized, coordination between the departments is difficult because there are many different areas with little overlap between activities. A limited form of functionalization ensures that decisions are made quickly and helps the organization in cross-functional coordination (Volberda, 2004).

2) Culture

Organization culture is one of the most discussed subjects in researches on strategic management; it covers almost all the non-tangible variables that lie in an organization. Meyer (1982) found, in its research amongst nineteen hospitals, that the ideology has a strong impact on the reactions of an organization when facing external threats, far more than organizational structure. In the following paragraph three key elements of culture is being discussed: communalities, dominances of functions and organizational attitude.

The communalities in an organization depend on the shared values the employees share and is being shared by the employees. In an organization it's always possible to find some shared values amongst employees, in some organizations more than others. When an organization has a strong identity, every employee needs to adapt and conform to this identity, else they would be labelled as outcast. This could have a positive effect on the collaboration between departments, because they speak the same 'organizational language'. Other way around, when there is no communality, there is a risk that certain statements are misinterpreted because the same statement could mean something else in another context (Meyerson and Martin, 1987). The main thought is that a strong identity has a positive effect on the performance of an organization. Peters and Waterman (1982) found in their research that a strong identity is essential in the quality of an organization, but there were also several organizations with strong identities that weren't functional. A strong identity means employees must adapt to the identity of an organization and that its own identity gets ''lost''. This can have a negative effect on the adaptability of an organization because the organization will build on people who all look the same towards the context of an organization and can't change their perspective.

Another similar part is the dominances of functions; Hofstede (1990) concluded that the shared values of organizations are mainly determined by demographic elements like education and age instead of 'just being part of an organization'. When functions dominate the organization (e.g. engineers, attorneys,

accountants, scientist) they also shape the culture and shared values of the organization. Organizations will get rigid and have a limited perspective, which results in a negative effect on the adaptability of an organization to changing environments. The last key element is similar to bureaucracy, formal versus informal. The main question to employees is: in what degree can you go beyond the formal rules and procedures. When organizations are too focussed on rules and procedures, they will become rigid and it will be hard to adapt to changing environments.

3) Systems

Systems are essential in controlling an organization. However, too much control can lead to a rigid organization and is unwanted when trying to adapt to changing environments. There are three key-elements, which are important: Planning, internal planning and management systems and monitoring of people.

If a management system is made for short-term planning with quantitative goals, then the potential flexibility of the organization will be limited (Volberda, 2004). The problem lies in the lower levels of the organization; their contribution is minimal when pursuing a management system, which is only focussed on short-term quantitative goals. Also, focussing on "hard" quantifiable data from comprehensive management systems results in fragmented findings. Thus, ignoring the more "soft" long-term qualitative information which results in a negative effect on the potential flexibility an organization has (Lenz and Lyles, 1985). Also too much focus on efficiency in systems can lead to a negative effect on the firm's flexibility. In many organizations systems are made efficient by making the process simple and standardized and is so called "efficient" (Lenz and Lyles, 1985). However, the inefficient systems provide creativity because they give another perspective to information.

4) Management

Management is another essential part in controlling the organization; staff contains all functions around management and leadership behaviour and the execution of different management/planning strategies. Managers at middle management level and at top management level have a high influence on the organization culture; they produce, and transfer organization values, perspectives and artefacts to the employees of an organization (Dyer Jr., 1986).
Leadership can be determined in ways of cooperation versus task-oriented leadership (control); the best type of leadership is based on the context of the organization and its tasks (routine based or improvisation). However, Volberda (2004) clearly states that it's evident that an instructive (transactional) type of leadership restricts the potential flexibility of an organization and results in a monotone organizational culture where obedience is a priority, own initiative is being suppressed and abnormalities are forbidden. Thus, transformational leadership supports the flexibility within an organization and leads to a culture where creativity, innovation and trial and error are being supported (Kanter, 1983). Still, this requires motivated and skilled employees, without them a lack of management control will bring the organization in a state of chaos.

Strategic planning is something that originated around the 70/80's and is heavily criticized by some management guru's (*e.g.*, Mintzberg). The original strategic planning (blueprint planning) which contains every single step an organization must go through, with an obsession for quantitative analysing of data, effects flexibility and ambidexterity. Therefore, incremental planning with a focus an adaption and open decision-making enables ambidexterity.

Proposition 1a: The organizational DNA has a significant effect on the ambidexterity of an organization.

Proposition 1b: The organizational structure is the most important part of the organizational DNA when it comes to the organizational ambidexterity.

Proposition 1c: Management has – after structure – the most positive significant relation to ambidexterity

F. Regulation of Processes

Many organizations solely focus on (management) systems when it comes to flexibility or ambidexterity (hardware), and leave their processes intact. Not looking at the processes can result in a rigid organization when looked at the functional structure of an organization. In many cases process regulation form the main problem when trying to achieve a certain positive form of flexibility. For example, when employees don't often switch tasks, they will eventually become specialists who are only designed to do one thing, changing them towards other tasks will cost a lot of effort, which results in resistance from the employee himself.

Organizations can regulate their processes in four ways:

- Regulation trough task design;
- Regulation trough behaviour;
- Regulation trough adaption or horizontal decision-making;
- Regulation trough vertical decision-making.

Within this research we will focus only on regulation trough task design, because organizations will first start with the regulation of tasks and its design before going through behaviour, horizontal and vertical decision-making.

1) Task Design

The first decision an organization should take is how the organization will design its employees tasks, which means: should everybody do a certain task from ''a'' till ''z'' completing the whole process in its own, or should the tasks be specified where employees only complete one or a couple steps in the whole process. This can lead into two different components: horizontal and vertical specialization, whereas horizontal specialization is directed on the width of employees tasks and the vertical specialization is directed on the depth of the tasks.

2) Horizontal specification

Horizontal specialization is most common within organizations; it divides work into specialized tasks where a few simple basic operations have to be completed. To measure the horizontal specialization there are two indicators which define the horizontal specialization within a specific task: the cycle time that an employee needs to complete a set of fundamental activities and the variety of fundamental activities an employee has. Work that contains little fundamental activities with short cycle times result in a small task size, and has as a consequence that tasks are repetitive. Thus, making it possible to learn and develop efficient ways to do these activities faster and saving time in the process which otherwise will wasted on switching task (Mintzberg, 1979). Often these benefits on efficiency can bring more problems than solutions in an organization whose goal is to achieve ambidexterity. Why? Employees will become more depended on other departments, which require more coordination and communication; it will come as no surprise that the response time decreases when focussing more on horizontal specification (Volberda 2004). According to Volberda not only the response time is loss, but also predefined tasks confine employees' initiative and therefore motivation. Eventually the consequence will be that organizations will lose their flexibility in order to respond on (fast growing) competitors.

3) Vertical specification

The definition Mintzberg (1979) used for vertical specification is: 'the separation of executing and managing work'. Managing work or activities is usually the work of the managers or executives who are bound to control if the rules and procedures within an organization are applied, because they are the ones who should have the overview. Too much vertical specification therefore eliminates intrinsic self-control within the assignment of tasks an employee has and replaces it for extrinsic self-control; this leads to a separation of thinking and doing. Management tasks are created in the form of managers, rules and procedures, which leaves nothing left but simple tasks (Volberda 2004). Thee result is that the playing ground for employees on the lower levels (but also in middle management) is small and leaves less room

for prioritizing activities, in fact it leads eventually to a degradation of structural flexibility and therefore the response time of the organization. If applied, widening the vertical specification of tasks creates more control over the activities that employees have, thus improving their responsibility.

Thus, a strong degree of horizontal and vertical specification prevents an organization from changing and strategic renewal from happening and therefore reducing the organizations flexibility to react on changing environments. In contrary, a broader playing ground for employees creates room in functions and tasks and therefore creates a better understanding of the essential considerations and restrictions of all change- and renewal aspects within an organization which are important and necessary to complete the employees task and activities, it means think global act local (Trist 1981; Volberda 2004; van de Ven 1986).

4) Interchangeability

Next to horizontal and vertical specification of tasks, there is also the interchangeability of functions. The interchangeability of functions is defined as: 'the ability to successfully transfer employees to other tasks, functions or departments' (Mascarenhas 1982). If there is a strong tasks specification within the organization and the exchange between functions is limited the interchangeability is low. The result of a low interchangeability is that the flexibility of the organizational structure is low which has its effect on the response time of the organization due to changing environments. When environments and demand is changing, it's important that there is a possibility to allocate employees to another department or assign new tasks to specific employees. This vulnerability can be prevented by letting employees switch tasks or departments often, this brings diversity in the tasks and activities of employees, which lead to more flexible employees and better quality of work (Volberda 2004). However, organizations always need to balance the interchangeability, when efficiency drops more than the flexibility it brings to an organization, organizations must consider if changing employee tasks is the right move.

Proposition 2: **Process regulation (horizontal, vertical task design and interchangeability combined) is positively related to ambidexterity.**

This chapter enhances the methodological approach of the research questions as defined in chapter two. The section is divided into three segments starting with the theoretical approach based on the metaphor of the research onion. Next the empirical conceptual framework is presented backing the data analyses. Finally, the measurement approach clarifies the decisions made within the context of this research.

A.   Research philosophy

Based on the research onion as developed by Saunders, Lewis and Thornill in 2007 this particular research follows the stages as illustrated in figure 1. The research philosophy, approach, strategy, choice of method, time horizon and the data collection techniques which are defined for this research give a certain direction and provide useful context for anyone who should read this research.
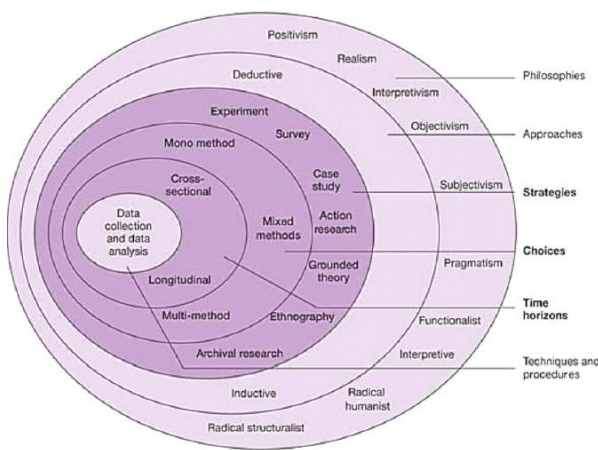

Figure 1.1: Research Onion (Saunders, 2007)

When viewed from the outside, each layer of the onion describes a more detailed stage of the research process (Saunders, Lewis and Thornill, 2007). The research onion provides an effective progression through which a research methodology can be designed. Its usefulness lies in its adaptability for almost any type of research methodology and can be used in a variety of contexts (Bryman, 2012).

This research is conducted within a positivistic paradigm, which involves that the researcher always has a certain interpretation of the reality. The ontological assumption is that the reality is objective and that everyone observes the same reality. The epistemological assumption within the research is that the researcher has no influence on the research itself, from axiological point of view this research is conducted in a value free and an unbiased way.

This research is conducted in a deductive way where, on the basis of existing literature, hypotheses are being tested in the practice. This deductive research is executed in five steps. First, based on theory, hypotheses are drawn up. Second, these hypotheses are operationalized which leads to a relation between the different variables. Subsequently these hypotheses are tested trough SPSS, and thereafter the results are analysed and is determined whether the theory needs to be adjusted.

For this research a quantitative research method is used. The goal of the research is to test the hypotheses in the field; therefore, a questionnaire is the best suitable method for this research. The questionnaire is used very often in deductive research and makes it possible to collect a large amount of data when the budget and time are limited (Saunders *et al*, 2009). For this research an online questionnaire is used where respondents can easily fill in the questions within a short amount of time.

The level of analysis of the research is the level of the organization; de question is mostly regarding the influence of organizational DNA and task design on corporate ambidexterity.

A theoretical framework is developed in which the data could be tested, this is done by using several research questions (see chapter 2).

The likelihood that it is possible that a research proves all respondents make the same choices (causal relationship) is nearly unthinkable in social science; therefore, generalisation is necessary. The research takes place in a short amount of time (approximately six months), therefore a longitudinal study is not applicable and a cross-sectional study is chosen.

B. Measurement

The research is conducted within the industry sector in the Netherlands, this sector in interesting because of the necessity to change and to innovate because of the competition from low-income countries and rapidly changing environments. In emerging markets, most of the time, labour cost is lowering the cost price and making it harder for Dutch firms to sell their products. In addition, it is very easy for a researcher to collect data in the Netherlands and the Netherlands has a very stable environment when it comes to legislation and economic factors, thus reducing possible external factors. Within the industrial sector organizations with more than 25 employees are researched, employees in firms with less than 25 employees already have a very wide task design, and therefore we assume that there will be no relation found. On the base of these criteria 2000 companies have been selected and approached.

It is important that respondents have sufficient knowledge about the basics of business administration like formal and informal structures and different hierarchal levels. In smaller organizations only members of the executive team will know, in bigger organizations the questionnaire will also be directed to people who are lower in the hierarchy, such as team managers but also on operational level. Before the questionnaire is conducted it has been checked by experts in the field of business administration and psychology on scientific level. Business administration due to the different factors like hierarchy, task design et cetera. Psychology to make sure people understand the question and do not interpret in a different way. In addition, eight different persons on a variety of factors, which include, have tested the questionnaire: readability, time to complete the questionnaire, grammar, logic and ease of use. Based on the check by the experts and the test conducted by people who work for different companies, the final questionnaire is established. The average time to complete the questionnaire is approximately ten minutes. To get the response rate up, the questionnaire is fully anonymous. There are no questions in the questionnaire where the name of the person or the organization where the person works for are asked. The management or superior of the employees are not able to see the results of the questionnaire conducted by the employee. One week after sending the questionnaire, a reminder has been sent to the non-respondents. After two weeks this is repeated and after three weeks the firms are contacted if they have received the e-mail in good order and if they want to fill in the questionnaire. In total 112 questionnaires are received, which is a response rate of 5,6 percent. De relatively low response rate can be explained by the size of the sample and the relatively low amount of time. Within the 112 reactions, 7 companies are removed from the results because the companies weren't big enough.

In order to map the implications of the research there are several things, which are taken into account. The implications (next to representativeness) are divided in several forms:

- Statistic regression: There are different moments of measurements.
- Hawthorne effect: The respondents can react different because they get a certain amount of attention.
- Social desirability: respondents can provide different answer because the society/organization thinks a certain answer is seen as normal. Certain respondents will have a more positive look on the organization; other will have a more negative look on the organization.

The above implications are taken into consideration when analysing the data.

C. Conceptual framework

The conceptual framework builds further on the shoulders of previous studies. To empower the conceptual framework in relation to the current field of work the variables need to be determined and validated. Figure 2 shows the scientific relationship between the variables demonstrated earlier in this report. Corporate ambidexterity can be described as the dependent variable and relates to the research questions and goals. The dependent variable is surrounded by independent variables based on the organizational DNA. Former studies show that all these variables have a certain effect on the performance of organizations. Also studies show that a strong corporate ambidexterity has a positive effect on the organizations ability to adapt new business models and thus enhance business performance. The independent variables are operationalized to measure them; this operationalization is based on indicators. The indicators are used to explain the variables to the respondents and are tested on a Likert scale. In this way the subjective perception on these variables is reduced. The indicators are partly based on previous studies and/or their questionnaire. The conceptual framework forms the backbone of this research and is used to measure and present the data. The next paragraph will present more details on the measurement of the research.
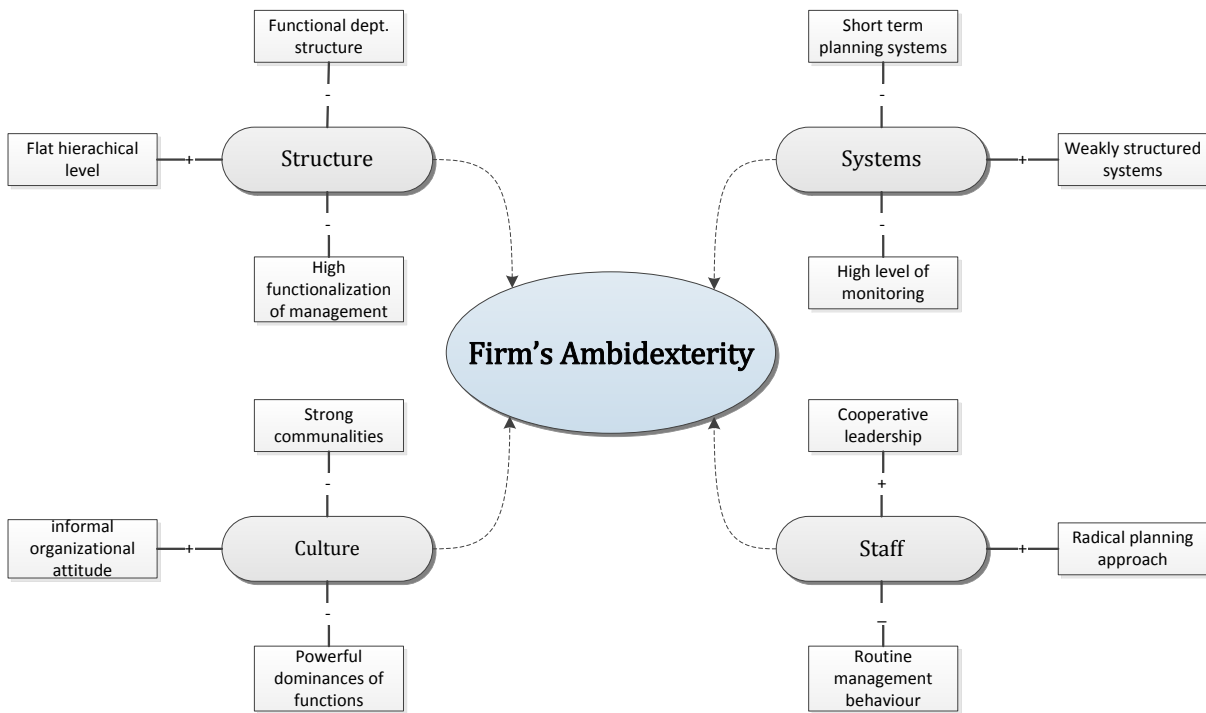
Figure 1.2: Conceptual model

D. Unit of measurements

1) Dependent variables

A dependent variable, or the variable that needs to be explained, is the effect that is being measured in the research model (Saunders et al. 2007). In this research there are three dependent variables: the extent of exploration, the extent of exploitation and the successful combination of those two (ambidexterity). The variables will be measured on the base of former research on ambidexterity. The measurement is based on several theorems on exploration, exploitation and ambidexterity and is questioned the following:

''*Your organization is – despite all new activities - still successful in the core business of the organization*''

The rating of success is measured in a 5-point Likert scale, where score 1 corresponds to ''completely disagree'', score 3 corresponds to 'don't agree and don't disagree'' and score 5 corresponds to ''completely agree''. The internal validity of the variables is tested with help of Cronbach's Alpha.

2) Independent variables

The independent variables in a research are expected to cause a change in the dependent variables (Saunders et al. 2009). In this research two dependent variables are included; the organizational DNA and the task design of employees. These theorems are drawn up based on former research by Volberda (2004) and are asked the following:

"How far do you agree with the following items regarding the structure, culture, systems and management of your organization"

And:

''How far do you agree with the following items regarding the design of tasks within your organization''

The rating of success is measured in a 5-point Likert scale, where score 1 corresponds to "completely disagree", score 3 corresponds to "don't agree and don't disagree" and score 5 corresponds to "completely agree".

3) Control variables

The control variables explain the relation between the dependent and independent variables (Saunders et al. 2007). In the research there are three control variables; the size and age of the organization and the dynamism of the environment of an organization. These control variables will both be measured based on several theorems; these theorems originate from former studies by Volberda (2004). To tell the size of an organization is rather simple, in this researched it is based on how many people (FTE) work at the organization. The other possibility is to measure the size of an organization by measuring the impact, success or revenue. Because the focus in this research is more on social capital (people) of an organization, measuring the size of an organization trough FTE is more appropriate. Measuring the dynamism is based on the following theorem:

''The company where I work has a very unstable environment (e.g.: many competitors, changes in the market, continuous introduction of new products etc.)''

The rating of success is measured in a 5-point Likert scale, where score 1 corresponds to ''completely disagree'', score 3 corresponds to 'don't agree and don't disagree'' and score 5 corresponds to ''completely agree''.

E. Operationalization of variables

1) Structure

Base organizational form	
Structure of departments	Functional
	Product-level
	Target group
Hierarchical level	Steep
	Flat
Functionalization of management	High
	Low

2) Culture

		Example
Dominances of functions	Powerful	Percentage of employees with similar education
	Weak	Percentage of employees in the same age group
Organization attitude	Formal	Degree of working instructions
	Informal	Degree of informal structures
Communalities	Strong	Degree of rituals
	Weak	Degree of shared values

3) Systems

Planning	Long term qualitative goals
	Short term quantifiable goals
Internal planning and management systems	Weakly structured systems
	Efficient routine based systems
Monitoring of people	High
	Low

4) Staff

		Example
Style of leadership	Cooperative (transformational)	Degree of control
	Instructional (transactional)	Degree of cooperation
Approach of planning	Radical	Top-down decisions
	Incremental	Extent of goals
Management behaviour	Routine	Degree of specified activities
	Improvisation	Degree of ad-hoc activities

In this chapter the results will be presented, starting with the frequency table where it's possible to find how many people filled in the questionnaire of which age, gender etc. Next the correlation matrix will be discussed using Pearson's correlation coefficient test (2-tailed). Also the multicollinearity will be discussed after the correlation matrix, the last paragraph will present the hierarchal regression of the variables using several control variables such as dynamism, size of the organization and the age of the organization.

A. Frequency table

In table 1.0 the frequency results are visualized. This result in an overview of some control variables of the respondents themselves, the frequency and the percentage is showed. A total of 112 respondents (outliers included) responded on the questionnaire. What strikes the most is the percentage of people who responded with an age between the 18 and 30 years, this is 61% of all respondents. Between 31 and 40 years is 27,6%, combined this is 88,6% of all respondents.

Table 1.0   Frequency table

Age	Frequency	Percentage
< 18	2	1.9%
18 - 30	64	61%
31 - 40	29	27,6%
41 – 50	9	8.6%
51 – 65	1	1.0%
Gender	Frequency	Percentage
Men	46	43.8%
Women	59	56.2%
Working experience	Frequency	Percentage
0-3 years	33	31.4%
4-10 years	33	31.4%
11-20 years	26	24.8%
21-30 years	7	6.7%
>30 years	6	5.7%
Time of employment	Frequency	Percentage
0-3 years	44	41.9%
4-10 years	32	30.5%
11-20 years	18	17.1%
21-30 years	6	5.7%
>30 years	5	4.8%
Layer of organization	Frequency	Percentage
Operational	54	51.4%
Middle management (Tactical)	29	27.6%
Middle management (Strategic)	19	18.1%
Top Management	3	2.9%
Size of organization	Frequency	Percentage
25-99 FTE	37	35.2%
100-250 FTE	19	18.1%
251-500 FTE	17	16.2%
500-1000 FTE	6	5.7%
> 1000 FTE	16	15.2%
I don't know	10	9.5%
Age of the organization	Frequency	Percentage
< 5 years	21	20.0%
6-10 years	18	17.1%
11-20 years	24	22.9%
21-30 years	14	13.3%
> 30 years	21	20.0%
I don't know	7	6.7%

The goal was to aim on these young and more senior professionals, which in this case succeeded. The gender ratio is nearly equal (46 men, 59 women), as well as the age of the organizations who are in the results. The half of the respondents has a job on operational level, the rest has a job on a higher level (middle management and top management). The size of the organizations is divers, with a lot of organizations (35,2%) who have between the 25 and 99 FTE. As mentioned earlier in chapter VI (Methods), organizations who have less than 25 FTE are banned from the results. In total these were seven respondents leaving 105 respondents left.

B. Correlation matrix

The reliability is measured using Cronbach's Alfa, by which the internal consistency is measured between the questions in the questionnaire. The questions with an interval ratio all have been measured using the Cronbach's Alfa. The variables are grouped in to seven ''main'' variables, these groups are: structure, culture, systems, management, process regulation, ambidexterity and dynamism. Structure is based on questions 11 till 14, culture is based on questions 15 till 18, systems is based on questions 19 till 21, management is based on 22 till 24. These main variables are considered the ''Organizational DNA'', to go further than only the organizational DNA; also the process regulation has been added to the questionnaire, which consists of questions 25 till 30. To measure the dependent variable (ambidexterity), questions 31, 33 till 38 are combined. To determine the dynamism as a control variable the questions 8 and 32 are combined to one main variable.

All of these variables are measured in their main variable using Cronbach's Alfa, within the field of science a standard of 0,70 is seen as adequate, this is also the standard the results are built on. Starting with the main variable Ambidexterity consisting of seven questions, combined these questions have a Cronbach's Alfa of 0,76. This is enough and above the standard and therefore reliable. Structure consists of four questions and produces a Cronbach's Alfa of 0.71; it is bigger than the standard of 0.70 and therefore approved. Culture consists also of four questions and has a Cronbach's Alfa of 0,78 and is above the standard and therefore the internal consistency is reliable. Systems consist of three questions and produce a Cronbach's Alfa of 0,68, which is 0,02 lower than the standard of 0,70. Further research into the Cronbach's Alfa shows that question 21 is weighing heavy on the Cronbach's Alfa score, if deleted the Cronbach's Alfa will raise to 0,73 (corrected item-total correlation = 0,112). Decided is to leave this question in the results, a difference of 0,02 of the standard isn't alarming for this research. The Cronbach's Alfa for Management is 0,83 and is with three questions above the standard of 0.7; it makes the main variable Management reliable. Process regulation consists of six questions and produces a high Cronbach's Alfa of 0.93; this makes it reliable. The control variables are also measured with Cronbach's Alfa, all of them fit within the standard: Dynamism (0,71), Size of organization (0,75) and Age of organization (0,70).

To be able to measure all variables in SPSS, all of the variables are coded into numeric values. The questions, which involve a Likert scale have values that go from 1 till 5, where 1 mean totally don't agree and 5 means totally agree. Some questions needed to be reversed (mirrored), this involves questions: 11 till 13 and 16 till 27, the reason is that these questions where given a high value whilst they produce a low value on the main variable. For example, question 27 questions the autonomy given to employees and the statement was: ''Employees can't make their own decisions''. When a respondent totally agrees with this statement a score of 5 would appear, whilst this isn't making – according to the theory – process regulation better. Thus, these questions are reversed so the correct scores are designated to the main variable.

To measure the strength of the underlying relationships between the different variables, a Pearson correlation test is conducted to determine the correlation coefficient. The results of this test are shown in table 1,1. With correlation the strength and direction of a relationship is showed, the direction goes from -1.0 (total negative correlation) till 1.0 (total positive correlation). For example, a correlation coefficient of 0,50 is stronger than a correlation of 0,20. Correlations are based on two assumptions: the relationship is linear and there is a bivariate normal distribution. To make sure the relationship is linear, all the variables are visualized on a scatter plot, the outcome of these scatter plots are positive and the variables have a linear relationship. Because the sample size is bigger than 30 respondents, a bivariate normal distribution is present.

Table 1.1   *Pearson Correlation Test*

Correlation Coefficients	Mean	SD	1	2	3	4	5	6	7	8	9
1. Ambidexterity	3.17	0.74	(0.76)								
2. Structure	3.04	0.64	-0.234*	(0.71)							
3. Culture	3.09	0.61	-0.042	-0.098	(0.78)						
4. Systems	2.92	0.80	-0.448**	0.197*	0.198*	(0.69)					
5. Management	2.90	0.77	-0.441**	0.406	0.091	0.513**	(0.83)				
6. Process regulation	2.93	0.60	0.232*	0.222*	0.069	0.143	0.197*	(0.93)			
7. Dynamism	3.05	1.10	0.615**	-0.219*	-0.135	-0.383**	-0.351**	0.015	(0.71)		
8. Size of the organization	3.76	1.76	0.015	-0.100	0.056	-0.077	-0.281**	-0.103	-0.213*	(0.75)	
9. Age of the organization	3.16	1.58	0.162	-0.109	0.037	-0.215*	-0.264**	-0.062	0.277**	0.426**	(0.70)

N = 105

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Value of Cronbach's alfa represented in parentheses behind the variables.

When looked at the results of the test, the most remarkable relationship is the one between ambidexterity and dynamism, which has a positive correlation of 0,615 with a significance level below 0,01. Which means that in a dynamic market the relationship with ambidexterity is high, which is plausible because a dynamic environment can push organizations in to pursuing ambidexterity. Also the main variable ''process regulation'' has a positive relationship on ambidexterity (0,232) with a significance of 0,017. What was unexpected is the negative correlation between ambidexterity and the organizational DNA. As mentioned before, the organizational DNA consists of structure, culture, systems and management. Structure, systems and management are all negative correlated to ambidexterity with -0,234 for structure, -0,448 for systems and -0,441 for management, all containing a significance level below 0,05.

C. Multicollinearity

To test for multicollinearity a test is taken from the results to make sure no variables who are ''overcorrelate'' each other. Multicollinearity influences the calculation of the correlation coefficients thus reducing the reliability. To test multicollinearity the Variance Inflation Factor (VIF) is tested, below the results are shown. A factor above 10.0 show severe multicollinearity; as expected the factors are all below 10,0. Thus, it's possible to conclude multicollinearity has no effect on the correlation coefficients.

Table 1.2   Multicollinearity test (VIF)

VIF	1	2	3	4	5
1. Structure		1.040	1.198	1.040	1.000
2. Culture	1.008		1.008	1.062	1.010
3. Systems	1.357	1.000		1.040	1.040
4. Management	1.000	1.357	1.000		1.198
5. Process regulation	1.040	1.021	1.040	1.064	

N = 105

D. Hierarchical Regression

To test the different hypotheses regarding ambidexterity, a hierarchical regression analyses is made. The results of these analyses are shown in table 1.3 below. The analyses consist of six different models: model 1 consists of only the control variables, model 2 till 6 consist of the control variables each added with independent variables.

In model 1 the effects of the control variables on ambidexterity are shown. Of the three control variables only dynamism is positively significant related to ambidexterity ($\beta = 0{,}632$, $p < 0{,}001$). This suggests that dynamism has a positive effect on ambidexterity. The size of the organization is negative, but not significant related to ambidexterity ($\beta =-0{,}139$), the age of the organization is positive, but not significant

Table 1.3   Hierarchical Regression Analysis

Ambidexterity	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Control variables						
Size of the organization	-0.139	-0.144	-0.147	-0.133	-0.177	-0.151*
Age of the organization	0.046	0.042	0.040	0.003	-0.008	-0.006
Dynamism	0.632***	0.610***	0.617***	0.541***	0.523***	0.476***
Independent variables						
Structure		-0.111	-0.106	-0.071	-0.030	-0.063
Culture		0.038	0.082	0.092	0.066	
Systems				-0.253**	-0.161	-0.189*
Management					-0.234*	-0.260**
Process regulation						0.296***
Adjusted R-square	0.376	0.381	0.377	0.424	0.453	0.533

* $p < 0.05$. ** $p < 0.01$. *** $p < 0.001$; N = 105

related to ambidexterity (β = 0,046). The dynamism can be explained, a dynamic environment can push organization into pursuing ambidexterity. The size of the organization is negative, which could be expected, large organizations are more rigid than smaller organizations and therefore not able to change as fast as smaller organizations.

In model 2 "structure" is added as independent variable. Where dynamism is still positively significant related, structure has a negative but not significant relation to ambidexterity (β = -0,111). This is something what wasn't expected after the literature review. Thus, hypothesis 1b – organizational structure is the most important part of the organizational DNA when it comes to ambidexterity - is rejected. In the further analyses it's possible to see which has the biggest influence on the ambidexterity of an organization.

In model 3 "dynamism" is still positively significant related to ambidexterity (β = 0,617, p < 0,001). The effect of structure is still negative and not significant (β = -0,106). Expected was that culture would have a positive effect on ambidexterity, it is slightly positive related to ambidexterity (β = 0,038) but not significant.

In model 4 the independent variable "systems" is added to the hierarchical regression. Dynamism drops a little (β = 0,541, p <0,001) but is still positive significant related to ambidexterity. The independent variables structure (β = -0,071) and culture (β 0,082) both raises, but still not significant. Systems, on the other hand, is negative significant related to ambidexterity (β -0,253, p < 0,01). To be flexible the theory says the IT-systems need to be ''open'' and not predefined and set on short-term goals (Voberda, 2004), this result shows the opposite.

In model 5 al the variables are shown that represent the organizational DNA. Dynamism is still positively significant related to ambidexterity (β = 0,523, p < 0,001). Structure is still negative, but not significant, related (β 0,030), where culture raises a little and is positive related to ambidexterity (β 0,092) but not significant. Systems lost its significance and is still negative related to ambidexterity (β -0,161). The new independent variable (management) is negatively significant related to ambidexterity (β = -0,234, P < 0,05), this is something what wasn't expected. As proposed in hypothesis 1c, assumed was that management – after structure – was the most important factor in the organizational DNA. Nevertheless, it's important, but not positive related to ambidexterity. Therefore, hypothesis 1c partly needs to be rejected: yes, management is one of the most important factors, but it's not positive related to ambidexterity.

The last model all independent variables that represent organizational DNA are combined which an extra addition of process regulation. The size of the organization is negative significant related to ambidexterity in this model (β = -0,151, p < 0,05), which was expected (large organizations become more rigid). The Dynamism is still positive significant related to ambidexterity (β 0,0476, p < 0,001). Structure and culture stay rather the same and still don't have a significant relation to ambidexterity (β 0,063 for structure, β 0,066 for culture). Systems is negative and significant related to ambidexterity (β -0,189, p <0,05), also management is negative significant related to ambidexterity (β -0,296, p <0,01). Process regulation is positive and significant related to ambidexterity (β = 0,296, p < 0,001), this means task design has effect on the ambidexterity of an organization and therefore hypothesis 2 can be adopted. The adjusted R-square of model 6 is 0,533 which means in 53% of the cases ambidexterity is explained by these variables.

Based on the literature it is possible to say that ambidexterity is a growing trend within organizations worldwide and is leading to better performance of organizations (Andriopoulos and Lewis, 2009; Gibson and Birkinshaw, 2004). Also the organizational DNA (structure, culture, systems and management) is responsible for how an organization behaves and has effect on the flexibility of an organization (Volberda 2004; Govindarajan and Trimble, 2005; Van Rekom and Van Riel, 1993; Van Rekom, 1998; Olins, 1990). And, flexibility is an important factor for achieving ambidexterity and being able to renew business models (Volberda, 2004). Based on the theory four hypotheses are tested using a questionnaire, it's possible to only confirm one hypothesis.

A. Explanation of hypotheses

In the paragraphs below, first the hypotheses regarding the organizational DNA will be discussed and after that the hypotheses regarding process regulation will be discussed.

1) Organizational DNA

Based on the literature it was expected that the organizational DNA, in its most flexible form, would have a significant positive effect on ambidexterity (Volberda, 2004; Mintzberg, 1979; Khandwalla, 1997). Therefore hypotheses 1a cannot be confirmed, the organizational DNA in its form as perceived ''flexible'' doesn't have a significant positive effect on ambidexterity, except for culture. The variable culture isn't significant, but there is a positive relation between ambidexterity and culture.

Based on the theory it was expected that structure would have a positive relation to ambidexterity:

''The structure of departments is for example based on the similarities of knowledge and skills, products or target groups. According to Volberda (2004) a high degree of functionalization has a negative effect on the adaptability of an organization because of the focus on internal optimization of departments instead of cooperative optimization.''

And:

''When the environment is changing rapidly (e.g. hypercompetitive market) and events are unforeseen, there is an urgent need for cross functional and coordination between functional departments to adapt to the changing surroundings (Khandwalla, 1997).''

Nevertheless, the outcome is negative in the hierarchical regression model (model 4) and therefore it isn't possible to accept hypotheses 1b stating that structure is the most important variable in the organization DNA regarding ambidexterity.

Hypotheses 1c stated: Management has – after structure – the most positive significant relation to ambidexterity. Based on the theory, management should have a significant effect on the organizations flexibility and adaptability:

''Volberda (2004) clearly states that it's evident that an instructive (transactional) type of leadership restricts the potential flexibility of an organization and results in a monotone organizational culture where obedience is a priority, own initiative is being suppressed and abnormalities are forbidden. Thus, transformational leadership supports the flexibility within an organization and leads to a culture where creativity, innovation and trial and error is being supported (Kanter, 1983).''

The outcome of the hierarchical regression model is that management is significant negative related to ambidexterity (β -0,296, p <0,01), therefore hypotheses 1c can't be accepted.

2) Process regulation

Based on the theory it was expected that process regulation trough task design would have a positive effect on ambidexterity:

"A strong degree of horizontal and vertical specification prevents an organization from changing and strategic renewal from happening and therefore reducing the organizations flexibility to react on changing environments. In contrary, a broader playing ground for employees creates room in functions and tasks and therefore creates a better understanding of the essential considerations and restrictions of all change- and renewal aspects within an organization which are important and necessary to complete the employees task and activities, it means think global act local (Trist 1981; Volberda 2004; van de Ven 1986)."

Hypotheses 2 stated: Process regulation (horizontal, vertical task design and interchangeability combined) is positively related to ambidexterity. It's possible to confirm this hypothesis, in the analysis there is a positive significant relation in the hierarchical regression model and the correlation matrix. This outcome shows the urgency for organizations to look closely on how their workforce processes are regulated in terms of task design.

B. Implications

De results of this research have a few important implications for the theory as for the managers who work in the field of strategic management and are busy trying to make their organization ambidextrous. First of all, the organizational DNA and how it's perceived to be, isn't that effective at all. Not in every situation organizations benefit from ''open'' and ''loose'' organizations when it comes to ambidexterity and need to be critical when making choices on how to organize their organizational structure or management. The same regards for the IT-systems, well thought out systems can have a positive effect on ambidexterity. Culture is something organizations can't change in a second and form over time, communalities is important in achieving ambidexterity and therefore a point which needs to be considered when looked at the performance regarding ambidexterity.

Second, process regulation in the form of task design has an important role in making the internal organization ambidextrous. Task design has a positive effect on ambidexterity and therefore it is important for managers to keep their workforce active in switching task and approve the internal interchangeability of tasks. The need for ambidexterity almost every time occurs when the dynamism is high, a dynamic organization in the form of processes is therefore recommended. For the managers the challenge is to make sure the workforce can improve the interchangeability and create a context where employees can grow and learning other tasks (horizontal and vertical) and being able to do more tasks except for their own regular tasks.

C. Limitations

Despite the implications for the theory as the implications it has for managers on the workfloor, there are some limitations which mean that some results have to be interpreting with caution. The net result of respondents is relatively low when looked at the size of the whole population. A bigger number of respondents would have created more representativeness. But collecting data on managementlevel in a limited time is very hard. Another limitation is the moment of data collection; the data is collected in a time frame of one month. The consequence is that it's not possible to see the relations that happen over a longer period, to make it possible to see a longitudinal research should be conducted. Also the data is collected in one point of the organization, in future research it would be better to collect the data at different departments with different respondents within the same organization so respondents won't judge themselves too much.

Another important limitation of the research is the fact that the relation between ambidexterity and the identity of an organization is very complex and is subject to different organizational processes within an organization. An example can be that achieving ambidexterity is a strategic goal of an organization and therefore already following a certain managementmodel or hiring experts to work out a strategy to achieve ambidexterity. These kinds of processes will have an influence on the way an organization is achieving ambidexterity and also how an organization designs the tasks related to its employees. In this research this isn't taking into account.

D. Suggestions for further research

Ambidexterity has been researched before, most of these researches are focused on leadership in combination with ambidexterity ambidexterity in top management teams (Halevi, Carmeli and Brueller 2015; Hambrick 2005) or the relationship with performance (Gibson and Birkinshaw 2004). There are few researches conducted on the internal organization in relationship to the ambidexterity of an organization. More extensive research is important because of the relevance to strategic management, ambidexterity is currently one of trends within strategic management which allows organizations to grow and outrun competitors.

This research could be stepping stone for other researchers to focus more on the internal organization in relation to ambidexterity, but there are enough possibilities for further research. One possibility could be to focus more on the other sides of the internal organization, for example: researchers can focus how the hierarchy level influences the ambidexterity of an organization. There could be a relationship on a certain hierarchy level within organization when it comes to ambidexterity. Another possibility is to research the relationship between social capital and ambidexterity. But also more focused on the workforce and the relationship to ambidexterity, where this research only focus on tasks, researchers can also focus more on the relationship between ambidexterity and the use of a flexible workforce, self-managing teams and/or temporary workers. It's also possible to look at the diversity in innovation in relation to ambidexterity and the role of social capital.

E. Conclusion

In this study the role of organizational DNA is researched regarding ambidexterity, the organizational DNA consists of four main variables: structure, culture, systems and management. Second the process regulation in the form of task design is researched regarding the effects on ambidexterity; process regulation in the form of task design consists of horizontal and vertical integration and interchangeability. This research contributes the theory regarding ambidexterity and it's essential for managers who find themselves in the field of strategic management, it gives a direction for further research regarding ambidexterity and the effects of internal variables.

The research question for this research is:

''Which influence does organizational DNA and process regulation in the form of task design has pn the organizational ambidexterity''

With the results of this research it is possible to say that the organizational DNA in its most flexible form isn't positive significant related to ambidexterity. Except for culture, which is positive but not significant related to organizational DNA, within culture the communalities between employees are important when searching for ambidexterity. On the other hand, process regulation in the form of task design shows a strong positive and significant relation to ambidexterity. Thus, showing the importance of employees and their flexibility within their specific task design and interchangeability within the organization. Next to the two main items in the research question, also the dynamism shows a really strong positive a significant relation regarding ambidexterity. This means that in a more dynamic environment organizations that are ambidextrous are more common.

IX. MANAGERIAL RELEVANCE FOR SEW

As mentioned in chapter 4 (SEW-Eurodrive), there are some challenges ahead for SEW. In order to be successful and stay ahead of competitors, SEW needs to keep changing their business model to develop new markets and products. The most challenging is to also keep the existing business vital and profitable, something that is referred to ambidexterity. Exploiting current business is something SEW is very successful at, exploring new business is something which needs to be developed and implemented. The focus of this thesis is to look at the internal organization of SEW (organizational DNA) and test what the relation is between the organizational DNA and ambidexterity in order to identify what the ''perfect'' organizational DNA is, but also what the theoretical background is of ambidexterity. In this chapter the managerial relevance for SEW is discussed, not only using the results, but also using the theory which is already available.

A. Organizational climate

The organizational climate is mainly produced by the executives within an organization. SEW consists of a management team with four members and ten team managers who combined decide the strategy of the organization. These fourteen employees have the most influence on the organizational climate, but not controlling them fully. They have influence in the way they discipline, reward, support or trust their employees. They each manage them in a different way creating different outcomes which combined is leading to the organizational climate.

Discipline, stretch, trust and support are four interdependent behaviour-framing attributes which are essential in defining management behaviour and leadership style (Gibson and Birkinshaw, 2004; Ghoshal and Bartlett, 1994; Carmeli and Halevi, 2009). These four attributes are complementary but also opposing, a perfect balance is important in achieving an ultimate climate for ambidexterity. When looked at the results, there is a simmilarity between these attributes and the relations between organizational DNA and ambidexterity. Al the variables were aligned to the most flexible side of the organizational DNA, if the correlation was positive significant the organization may fall in a ''country club context'' as designed by Birkinshaw and Gibson (2004). This would oppose to their theory in maintaining a balance between the attributes to find ambidexterity.

So, what does SEW needs to do to boost their organizational climate which supports ambidexterity? There are a few topics which needs to be recognized within SEW:

- Carrying out a consistent strategy to all managers on how to discipline, trust, support and reward employees. All managers need to carry out the same strategy in order to create a total ultimate climate in which ambidexterity can flourish. This can be achieved by improving the cooperation between managers and combining departments. The biggest threat to an inconsistent strategy is different cultures and climates within departments.

- Learn to find a balance between discipline and rewards, with only rewarding employees the organization will fall in a ''country club context''. To much discipline and their will eventually be a lack of motivation. Managers need to create clear standards and expectation, give feedback and be consistent when they discipline employees.

- Managers need to trust their employees when they deserved this trust. Most employees want to be involved in the organization, when withholding employees from involving, they will become unmotivated eventually. When trusting employees to make the right choices without direct supervision, the organization will develop more internal flexibility which has a positive effect on ambidexterity and motivation.

When improving this topics, this will have a positive effect on the organizational climate of SEW and help the organization improve their abilities to become ambidextrous. These topics are created by examining the organization from different perspectives and observing the organization for the past four years.

B. Organizational DNA

As mentioned in the literature review, the organizational DNA is mainly focussed on the internal behaviour of an organization and is defined in four main groups: structure, culture, systems and management. The CEO of an organization makes choices on how he fills in every variable, on some variables the CEO has much influence, some variables can't be controlled fully (for example the culture). Every variable and the way they can be improved will be discussed in the following paragraphs, the topics are based on a combination of the existing literature and the results in chapter 7.

1) Structure

The structure of an organization has different components and elements (responsibilities, powers, functions, units et cetera), their ability to change depending on the environment, without to much effort, are essential to reach the flexibility needed to survive (Volberda, 2004; Krijnen, 1979). In this thesis the focus is on base organizational structure with three key elements: structure of departments, hierarchal level and functionalization of management. There are a few topics SEW can improve when searching for an ambidextrous organization:

- Functionalization of structures has a negative effect on the adaptability of an organization, the focus will be mainly on internal optimization of departments instead of cooperative optimization. Therefore, one of the improvements could be to integrate departments within the organization in order to create a combined and shared vision.

2) Culture

Culture within organizations is one of the most discussed subjects within management, it's something which is hard to express and measure. Culture can bring an organization together and separate it, there are millions of examples of organizations with poor cultures and a low degree of motivation amongst employees. Communalities provide a form of solidarity and willingness to do ''more'' for an organization than just the function the employees are hired for. Because changing the organizational culture is something that isn't easy to control, there aren't any direct improvements but only topics to look out for:

- Within SEW there are some dominant functions (sales and engineering), they mainly shape the organizational culture and shared values. The negative side of this dominant functions is that the organization will have a limited perspective, which is negative for the adaptability of the organization.

3) Systems

Systems are essential in todays organization; it is impossible to imagine an organization without any IT-systems or computers. But it's also the reality that these IT-systems can make a organization rigid. There are three key elements which are important within the variable systems: planning, internal planning and management systems and monitoring of people. There are some topics SEW needs to improve:

- The IT-systems (CRM) are mainly focussed on short-term goals which results in fragmented findings.

- The IT-systems are to efficient which doesn't allow any changes and therefore has a negative effect on the adaptability of the systems and organization.

- The monitoring of employees is based on short term quantitative goals (dashboards), this results in a focus on only the short term goals and not the long (less tangible) goals. An improvement could be to create a dashboard for exploration purposes (new businesses, interchangeability, horizontal/vertical integration).

4) Management

Management is also another essential part in controlling the organization, teammanagers and members of a management team have a high influence on the strategy, culture and climate of an organization. They produce and transfer organization values, perspectives and artefacts to the employees of an organization (Dyer Jr., 1986). Within this study the focus is mainly on leadership and how it's performed by the managers. The discussion is mainly based on the difference between transactional and transformational leadership. There are some topics around leadership where SEW can improve itself:

- To create a flexible organization, the best way to perform leadership is in a transformational way, transactional leadership restricts the potential flexibility of an organization (Volberda, 2004). When looking at the outcome of the results, there is an negative relationship with management to ambidexterity. This can be explained because of the need for transactional leadership when improving exploitation. Thus, SEW needs to find a balance between transformational and transactional leadership. For example, departments who are focussed on exploration benefit from transformational leadership (such as Motion Control).

C. Process regulation

Within this study also the process regulation (part of the structure of an organization) is tested in relationship with ambidexterity, in the pearson correlation matrix and the hierarchal model there is a significant positive relationship between process regulation and ambidexterity. Within process regulation in the form of task design there are three main variables: horizontal specification, vertical specification and interchangeability. All variables are important for achieving flexibility into the organization and creating ambidexterity within functions and processes. Within SEW there are many traineeships and projects regarding task roulation and empowerment. However, there are some topics which can be improved:

- It's important to integrate horizontal movement in functions, but what's more important is to balance this approach. To much horizontal movement can result in less specialist and more generalist employees. SEW needs specialist in their organization to remain successful in their current core business. SEW also needs to broaden their approach and implement horizontal movement in each department within SEW. However, the horizontal movement needs to be complementary to the core function of the employee.

- Vertical movement is important to improve the motivation of employees by trusting them with more responsibilities. Also letting employees know why the organization makes certain strategic choices. Vertical movement can be achieved by giving senior positions more responsibilities in absence of the team manager, in the current situation they don't have more authority (based on mandate) than the regular employee. Not only the senior positions need to make vertical movement, all other qualified employees can improve the organizations flexibility by temporary moving vertical

- In new businesses and markets the demand can change very quickly, therefore the interchangeability of employees is important in remaining flexible. The most important factor is knowledge and widening that knowledge to enhance interchangeability. SEW can improve this by focussing more on the distribution of knowledge by integration the engineering department more into the sales department, in this way they learn from each other. But this also means integrating sales more with order entry and order entry with production planning.

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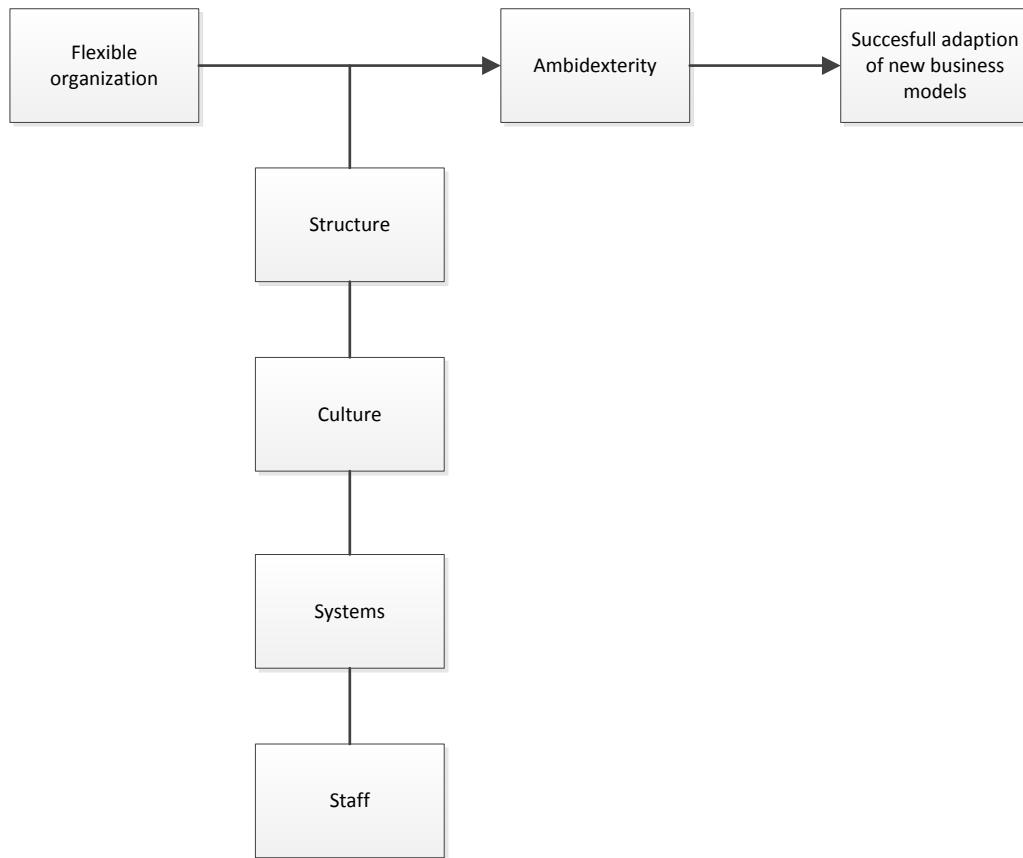
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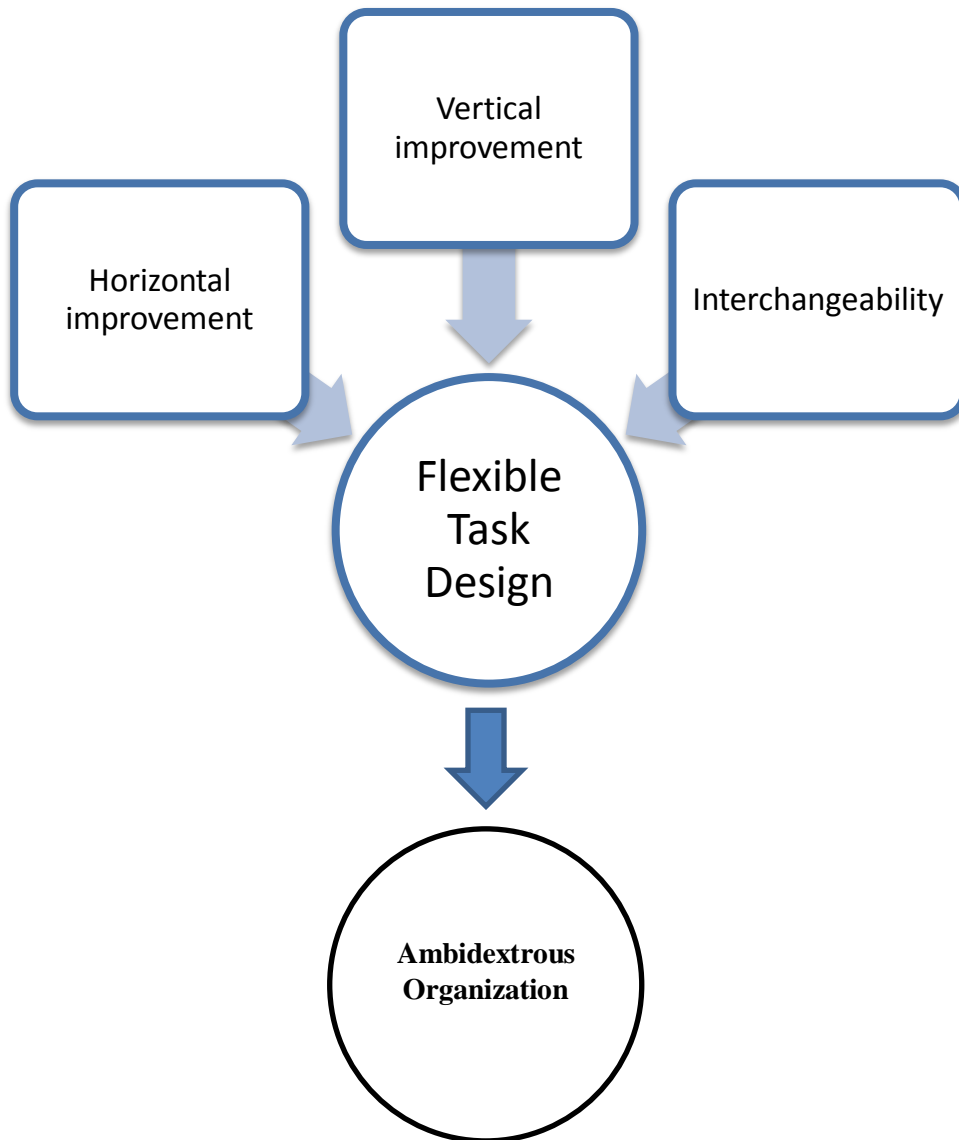[45] Volberda, H. W. (2004). **De Flexibele Onderneming. Deventer:** Kluwer.

XI. APPENDIX

A. Organizational Structure
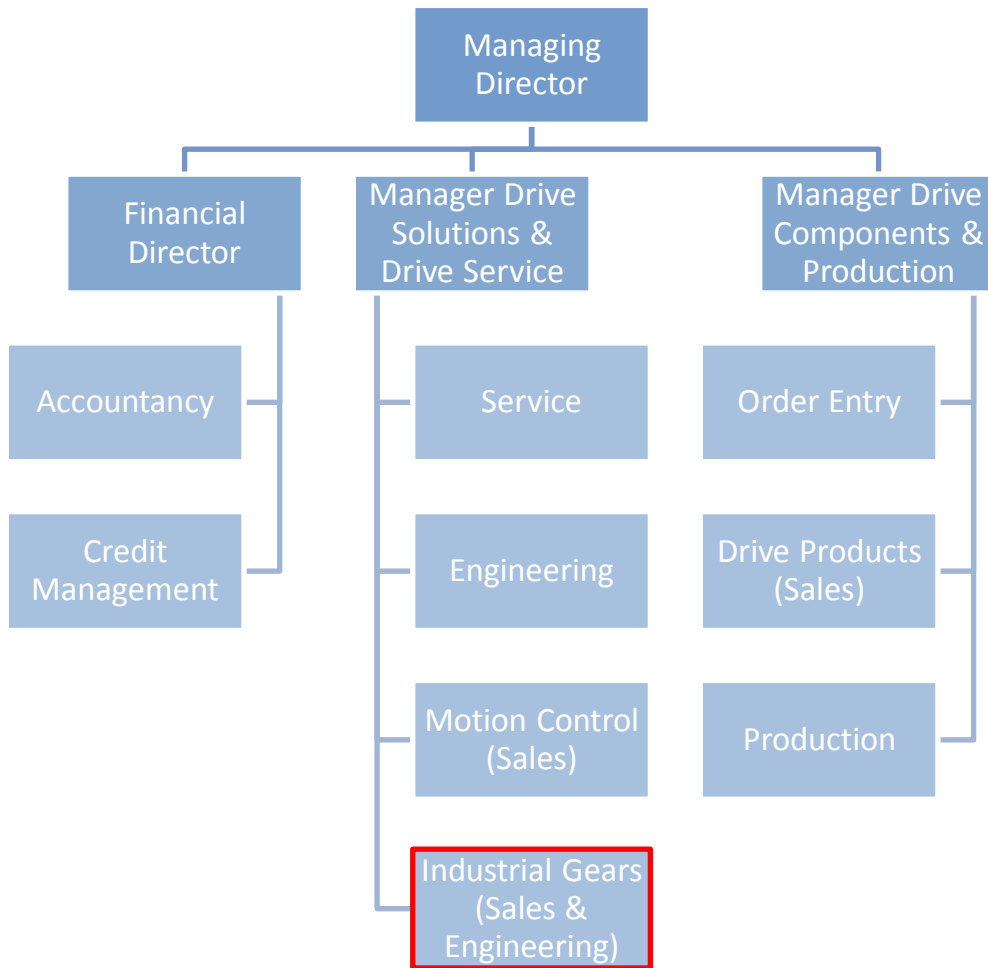
B. Relational model Organizational DNA

```
          ┌─────────────────┐
          │    Vertical     │
          │  improvement    │
          └─────────────────┘
┌──────────────┐    │    ┌──────────────────┐
│  Horizontal  │    ▼    │ Interchangeability│
│ improvement  │         └──────────────────┘
└──────────────┘
              ( Flexible
                Task
                Design )
                  │
                  ▼
              ( Ambidextrous
                Organization )
```

Enquête

Personalia (controlevariabelen)

1. **Wat is uw Leeftijd:**

<18
18-30
31-40
41-50
51-65
>65

2. **Wat is uw geslacht:**

Man
Vrouw

3. **Hoeveel jaren werkervaring heeft u?**

0-3 jaar
4-10 jaar
10-20 jaar
20-30 jaar
< 30 jaar

4. **Hoe lang bent u al werkzaam (of werkzaam geweest) bij het bedrijf?**

0-3 jaar
4-10 jaar
10-20 jaar
20-30 jaar
< 30 jaar

5. **In welke laag van de organisatie bevindt u zich?**

Operationeel
Middenmanagement (tactisch)
Management (strategisch)
Hoger management

Algemene organisatorische vragen

Alle onderstaande vragen hebben betrekking tot uw bedrijf, bent u momenteel niet in dienst van een werkgever dan kunt u een bedrijf nemen uit uw verleden.

6. **Wat is de grootte van de organisatie (FTE is het aantal werknemers op basis van 40 uur):**

<25 FTE
25-99 FTE
100-249 FTE
250-499 FTE
500-1000 FTE
>1000

7. Hoelang bestaat het bedrijf waar u werkzaam bent?

<5 jaar
6-10 jaar
11-20 jaar
21-30 jaar
>30 jaar

8. Heeft uw organisatie in de laatste jaren een verandering meegemaakt waardoor uw organisatie naast het huidige business model, ook een ander (nieuw) business model moest implementeren?

Ja
Nee

9. Is uw organisatie daar in geslaagd?

Ja
Nee

Structuur

De volgende vragen zullen betrekking hebben op de structuur van uw organisatie

10. Uw organisatie is voornamelijk gebaseerd op een functionele indeling met betrekking tot afdelingen (verkoop, inkoop, marketing, productie etc.)?

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

11. De afdelings-structuur van uw organisatie is ingericht op basis van kennis en/of specifieke markten?

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

12. Organisaties kunnen een platte of steile structuur hebben (hiërarchie), een platte structuur houdt in dat er weinig lagen tussen de werkvloer en het management zit, en steile dat er juist veel lagen tussen zitten. De hiërarchie in uw organisatie is steil:

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

13. De managers binnen uw organisatie zijn verantwoordelijk voor één of meer afdelingen?

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

Cultuur

De volgende vragen zullen betrekking hebben op de cultuur van de organisatie waarbinnen u werkzaam bent of bent geweest.

Werknemers binnen organisaties kunnen heel verschillend zijn (veel verschillende leeftijdsgroepen) of juist heel erg overeenkomstig aan elkaar (veel engineers, wetenschappers etc.).

14. In uw organisatie is er sprake van veel verschillende leeftijdsgroepen

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

15. In uw organisatie sprake van een dominante functie (vb.: veel engineers, wetenschappers of bijvoorbeeld verkopers).

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

laag = er zijn veel verschillende functies en het aantal mensen die deze functie bekleden is gelijk
hoog = de organisatie wordt voornamelijk gedomineerd door één functie

16. De organisatie waarin u werkt is formeel.

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

17. Uw organisatie is als een ''familiebedrijf'' met veel gewoontes en rituelen

Helemaal mee oneens
Mee oneens
Een beetje mee oneens

Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

Systemen

De volgende vragen hebben betrekking tot de systemen die binnen uw organisatie gebruikt worden, systemen hebben niet zo zeer betrekking tot IT-systemen, maar ook beloningssystemen, planningsstrategie etc.

18. Door het management worden voornamelijk korte termijn doelen (<3 jaar) gesteld met voornamelijk kwantitatieve targets

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

19. Met betrekking tot uw ICT-systemen, de systemen binnen uw organisatie zijn efficiënt en ver doorontwikkeld

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

20. De werknemers binnen uw organisatie worden gemonitord (door middel van targets e.d.)

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

Management en strategie

De volgende vragen hebben betrekking tot het management en strategie van uw organisatie

21. Binnen uw organisatie wordt voornamelijk op een taakgerichte manier leidinggegeven

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

22. De strategie van uw organisatie volgt een stabiele lijn zonder veel plotselinge veranderingen

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

23. De managers binnen uw bedrijf zijn voornamelijk gericht op routinematig handelen i.p.v. improviserend handelen.

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

Prestatie

De volgende vragen gaan met name over de prestaties van uw organisatie.

24. Het bedrijf waarin ik werk is zeer succesvol

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

25. Uw organisatie heeft te maken met interne/externe veranderingen (bijvoorbeeld nieuwe markten, nieuwe afdelingen, nieuwe klantgroepen etc.) waarbij het businessmodel wordt aangepast.

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

26. Deze veranderingen worden makkelijk doorgevoerd zonder veel weerstand.

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

27. Mocht er plotseling verandering komen in uw markt waardoor de business van uw organisatie een stuk minder wordt (bijvoorbeeld toetreding van een nieuwe concurrent), dan past uw organisatie zich gemakkelijk aan

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

28. Uw organisatie besteed veel aandacht aan nieuwe activiteiten buiten de ''originele'' core business

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

29. Dit wordt geaccepteerd door werknemers/managers

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

30. De organisatie waarvoor u werkzaam bent is succesvol in de nieuwe activiteiten die ontplooid worden

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens

31. Uw organisatie – ondanks de nieuwe activiteiten – is nog steeds succesvol in de core business van uw organisatie

Helemaal mee oneens
Mee oneens
Een beetje mee oneens
Niet mee oneens/niet mee eens
Een beetje mee eens
Mee eens
Helemaal mee eens