KHAZAR UNIVERSITY

THE IMPACT OF TEAM CREATIVITY ON ORGANIZATIONAL

AMBIDEXTERITY AND MEDIATING ROLE OF EMPLOYEE SELECTION

by

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A THESIS

Presented to the School of

Economics and Management

at Khazar University in Partial Fulfillment of the Requirements

For the Degree of Master of Business Administration

Major: Business Organization and Management

Under the Supervision of Dr. Jeyhun Mammadov

Baku, Azerbaijan

July 2019

ACKNOWLEDGEMENT

I would first like to thank my thesis Supervisor Dr. Jeyhun Mammadov, (Dean of the School of Economics and Management at Khazar University) and Dr. Ali Sukru Cetinkaya (Associate Professor at Economics Faculty of Selcuk University) who were available always whenever I ran into a trouble spot or had a question about my research or writing.

I would also like to thank the experts who were involved in the validation survey for this research project. Without their passionate participation and input, the validation survey could not have been successfully conducted.

Finally, I must express my very profound gratitude to my parents and siblings for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them.

Thank you All

Maryam Adli

Abstract

Team creativity in the workplace has become increasingly one of vital determinants on organizational ambidexterity, performance, success, and longer-term survival. As all organizations seek to restrain the ideas and suggestions of their employees, it is obvious that the process of idea generation and implementation has become a source of distinct competitive advantage. Organizations benefits when work teams produce more than less creativity. The aim of this research is to comprehensively integrate these findings and to present key directions for future research.

The main contribution of this research is to advance the understanding of the processes that foster or impede creativity and leads to creative outputs in teams on organizations. The factors I identified as influencing a team's creativity can be listed as lateral thinking, selective encoding and comparison, analogical thinking, and task and relationship conflict.

This research aimed to investigate the impact of team creativity on organizational ambidexterity and mediating role of employee selection. I have proposed some directions for future research and drawn final conclusions and we found that team creativity has great positive impacts on organizational ambidexterity and employee selection.

Theoretical and practical implications of the current findings are discussed in this paper. There is an ongoing empirical research at the stage of data collection. Questionnaire technique was used as a data collection tool. It is aimed to achieve valid return from 425 employees of companies and hotels. The data will be analyzed by using structural equation modeling. Results and findings are presented in the data analysis section and on conclusion. The findings of this research will contribute the theory in this area and expected to provide useful ideas for the practice.

Referat

Komandanın iş yerlərindəki yaradıcı yanaşması şirkətin ikitərəfliliyini, onun effektivliyini, uğur və uzunmüddətli dayanma gücünü müəyyən edən ən mühüm factor olaraq qalır. Çünki, bütün qurumlar öz işçilərinin fikirlərini və təkliflərini məhdudlaşdırmağa çalışdıqları üçün ideyanın yaranması və həyata keçirilməsi prosesi fərqli rəqabət üstünlüyünə çevrilmişdir. Təşkilatlar işçi qruplarının daha şox yaradıcı olduğu halda qazanmış olur. Bu araşdırmanın məqsədi bu tapıntıları hərtərəfli birləşdirmək və gələcək tədqiqatlar üçün əsas istiqamətləri təqdim etməkdən ibarətdir.

Bu tədqiqatın əsas töhfəsi yaradıcılığı inkişaf etdirən və ya maneə törətmiş, təşkilatlarda yaradıcı nəticələrə gətirib çıxaran proseslərin anlayışını inkişaf etdirməkdən ibarətdir. Komanda yaradıcılığına təsir edən amillər yalnış düşüncə, seçmə kodlama və müqayisə, analoq düşüncə, vəzifə və əlaqələr münaqişəsi kimi göstərilə bilər.

Bu tədqiqat komanda yaradıcılığının təşkilati iddialarına və işçinin seçilməsində aracılıq rolunun təsirini araşdırmaq məqsədi daşıyır. Mən gələcək tədqiqatlar üçün bəzi istiqamətləri təklif etmişəm və yekun belə nəticəyə gəldim ki, komanda da yaradıcı yanaşma təşkilatın iddialarına və işçilərin seçilməsinə müsbət təsirləri göstərir. Mövcud məsələlərin nəzəri və praktiki nəticələri bu məqalədə müzakirə olunur.

Məlumat toplama mərhələsində davam edən iddialı bir araşdırma var. Məlumatların toplanmasında sorğu üsulundan istifadə edilmişdir. Şirkətlərin və mehmanxanaların 425 işçisindən etibarlı gəlir əldə etmək məqsədi daşıyır. Məlumatlar struktur tənlik modelləşdirilməsi ilə təhlil ediləcəkdir. Nəticələr və təkliflər məlumatların təhlili bölməsində və nəticədə təqdim olunur. Bu araşdırmanın nəticələri bu sahədə nəzəriyyəyə kömək edəcək və tətbiq üçün faydalı fikirlər təqdim etməyi planlaşdırır.

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Introduction:

Team creativity in the workplace have become increasingly vital determinants of organizational ambidexterity, performance, success, and longer-term survival. As all organizations seek to restrain the ideas and suggestions of their employees, it is obvious that the process of idea generation and implementation has become a source of distinct competitive advantage (Anderson, De Dreu, & Nijstad, 2004; West, 2002a; Zhou & Shalley, 2003). The aim of the present review is to comprehensively integrate these findings, but especially those published over the last decade, and to present key directions for future research. There has been an exponential growth in the number of papers published on team creativity on organizational ambidexterity generally, and specifically on workplace creativity and innovation over recent years. Furthermore, a growing number of studies that argue the importance of organizational ambidexterity for the sustained competitive advantage of firms.

However, ambidexterity scholars have applied different definitions, conceptualizations and measures in their discussions of numerous significant and complex organizational phenomena and this has led to the divergence of this construct. The findings highlight the intellectual base articles in the field and synthesize the various insights on the conceptualizations of team creativity on organizational ambidexterity in extant research, which may be used as a starting point to understanding the origins of the field. Following that, will review the extant research organizing this by the levels-of-analysis framework – studies at the individual, team and workgroup, organizational, and multiple levels-of-analysis are considered in turn. I will prepare a questionnaire which will include several types of questions to be asked form different organizations and from different positions who are working in the organizations so that the data which will be collected will be more reliable and accurate for my research paper.

Afterwards, will present an overview of the methodological characteristics of these studies paying specific attention to the measurement of the impact of team creativity on

organizational ambidexterity and mediating role of employees' selection. In the next section, I will put forward a constructive critique of the existing research, and gaps in the issues, I propose some directions for future research and then draw final conclusions from the integrative review.

The Research Question:

What is the relationship between of team creativity on organizational ambidexterity and mediating role of employees' selection?

Implications:

The main implication of my research is to advance our understanding of the processes that foster or impede creativity and leads to creative outputs in teams on organizational ambidexterity. In order to do so, I will develop the construct of team creativity and identify factors that are likely to promote creativity at the team level. The factors I identify as influencing a team's creativity are: lateral thinking, selective encoding and comparison, analogical thinking, and task and relationship conflict.

A Road Map

This research will be proceeded as below. Chapter two reviews as well as develops the theory that directs this study. This chapter is explaining the theoretical underpinnings of team creativity as a construct and how it can be conceptualized at the team level. The third chapter provides the development of the overall model of team creative output posited by this research and then provides the rationale for the hypotheses that were tested and outlines the methods used to test the model. It outlines the sample used and how the surveys and interviews were administered. It also provides an explanation for each of the scales and measurement that were used to help the model as well as how the data was collected to the team level. The methods section also contains a timeline for how the data was collected. The methodology chapter concludes and finalized by

outlining how pilot testing of the scales/measurements was conducted and the analytic strategies used to test the hypotheses. Chapter fourth includes an outline of the results of the analysis. It looks in detail at the results of the pilot tests and explains why some scales or measures were dropped while others were modified. This chapter then goes on to show the result of the exploratory as well as confirmatory factors analysis, which were used to validate the adoption of the final set of the scales. The chapter then provides the results of analyzing the model and testing the hypotheses that was developed in Chapter three. Chapter fifth discusses the results of the study, draws conclusions about their meaning, suggests areas of future research, and shows the implications for managers and other senior staffs. The chapter begins by discussing the relationships tested in the model and shows how both the creativity and team literatures in organizational ambidexterity are extended by the findings from this study. The chapter also considers new findings about the scales used in the study.

Purpose:

This paper aim is to investigate necessity team creativity of ambidexterity for organizations. The main interest of this thesis is to investigate why team creativity in organizations should be ambidextrous and how organizations can reach ambidexterity under the pressure of limited resources and mediating role of employee's selection.

Limitations:

The limitation should consider is that although all efforts will be made to reassure the employees filling out the questionnaires that everything they put down was completely confidential and unidentifiable, you are still dealing with people's jobs, and they may be afraid that this was untrue and that they could experience some form of punishment for what they said, in the future.

Contribution:

The first limitation this researcher must consider is that although all efforts will be made to reassure the employees filling out the questionnaires that everything they put down was completely confidential and unidentifiable, you are still dealing with people's jobs, and they may be afraid that this was untrue and that they could experience some form of punishment for what they said, in the future.

Another limitation occurs in relation to the recruiters- because this I won't have an opportunity to observe them throughout their recruitment and selection process, I can only use the information taken from the questionnaires, where as if there would be an opportunity to observe the employees that I may have discover other things.

This study presents a first step toward the impact of team creativity on organizations in order to achieving ambidexterity and mediating the role of employees' selection, and study limitations suggest the need for additional research. First, future studies may include additional senior team and organizational attributes. Additionally, future research may capture multiple levels of analysis and how team creativity and individual characteristics contribute to achieving ambidexterity. Second, this study focuses on team creativity activities in different organizational units as an important way for achieving ambidexterity. Third, although I will take great care in separating collection of data on the independent and dependent variables as well as the use of multiple respondents that provide valuable methodological contributions, future longitudinal research is necessary to investigate how team creativity on organizational ambidexterity and mediating the role of employees' selection are developed and impacted**.**

Chapter One:

Literature Review:

1.1 Team Creativity:

Teams engages a collection of individual along with different needs, experiences, and backgrounds, transferring their actions into an effective working unit (Thamhain & Wilemon, 1987). However, an effective team/group requires people with different technical skills necessary to perform the task at hand with interpersonal, decision making, se well as problem solving's skills (Thompson, 2008). Research surrounding teams' performance advises teams to have improved opportunities for successes as compared to individual performance by a multiplicity of the external contacts, different experiences, and varied perspectives increasing team accesses to wider resources. For the design process and the decision making, the depth of resources and variety embodied in the team member expertise and skills can support team abilities to stretch creative solutions (Perry-Smith, 2006) and effective team productivities.

Research on team creativity began in the 1950s (Guilford) with his address to the American Psychological Association highlighting the need for empirical works in this area; team creativities, however, is a fairly new area of development. From the 1970s to 1990s, creativity researchers have referred to creativity as an ending product or service (Amabile, 1996); this perspective have transitioned to creativity as processes by which innovative outcomes can be achieved. Although progress made to identify creativity role in the teams' literature, empirical investigations remains in infancy regarding how teams can maximize their creative potential. This research project abstracts creativity as a process the team work through on the drive to producing a creative outcome.

1.1.1 Team Creativity Process:

Education, business, as well as organizations globally values creativity (Partnership for 21st Century Skills, n.d; The Colorado Talent Pipeline Report, n.d.), and creativity,

outcomes surrounding measures of the effectiveness has been recognized as the direct results of team creative process (Litchfield, & Gilson, 2015). The creativity processes were first defined as a sequence of 4 steps, including thoughts and actions, leading to a novel idea and identified as (a) preparation, (b) incubation, (c) illumination, and (d) verification (Wallas, 2014). Researchers have explored variations to this creative process models and questioned whether these models are also representative of the team creativity processes. Zhang and Bartol (2010) and Gilson (n.d.) develop the team creativity process as it relates to team productivity and innovation as an end goal in their study investigations. Two contrasting conceptualizations of the team creative processes are illustrated by Zhang and Bartol's (2010) "(1) problem identification, (2) info searching and encoding, and (3) idea and alternative generation" (p.108) and Gilson's (n.d.) (1) idea generation (2) problem solving: gather, share and evaluate information (3) idea evaluation. In the former, process ideation occurs as a latter step differs from Gilson's analysis in which idea evaluation is revealed as the last step. According to Gilson and Shalley (2004), team creative processes bring together ideas from an extensive range of sources in developing new outcomes. Zhang and Bartol (2010) and Gilson and Shalley (2004) posit the key to the successful team creative processes lies in the individual's level of engagements and involvements.

Although researchers agreed individual engagement is a vital factor to the success of a team's creativity process, there is no clear consent on the steps needed in order to achieve a creative outcome. Guilford (1950), found Wallas's 4 phase model to be inadequate positing, "it tells us almost nothing about the mental operations that actually occur" (p. 451). Both practitioners as well as the researchers alike continue to improve their own types of the creativity process because creative outcomes have become gradually valued for their benefits to enhancing business successes.

1.1.2 Team Productivity and Team Performance

Team productivity is a measure for defining what establishes a high-performance team. Team productivity, unlike teams' performance, is often a measure of parts of work accomplished, while team performance is specifically looking at the successes of outcomes achieved. Team structure studies are often use team performance outcomes as a last measure determining the significance of each team. But in many team studies, principle used to differentiate high-performing teams from other types of teams are uncertain. Furthermore, high-performance teams often are expected to produce innovative results, yet scholars fail to designate whether task requirements require creative thinking or innovative outcomes. Researchers rarely explore creativity in relation to team productivity, regardless of research findings with contradictory relationships between the two factors. De Dreu (2006) found the creativity processes slow team productivity while Richard, Barnett, Dwyer, and Chadwick (2004) found team productivity to be positively correlated.

This study seeks info about creative teams with an understanding that this differentiates them from tactical and problem-solving teams. On the other hand, these typologies ignore the expanding complexities of team works required of organizations to be competitive in the global market place with their courtesy in a single function. Jehn also identifies 2 types of teams based on type of task: routine and non-routine based teams. She defines routine-based teams as those with low levels of task variability and tasks generally familiar and done the same way each time (as cited in Hall, 1972, pp. 259-260). In contrast, non-routine based teams tackle complex problems demanding team decision making to address the difficulty of the problem (De Dreu & Weingart, 2003). Non-routine tasks require problem solving, have very few set procedures, and a high degree of ambiguity (Van de Ven, Delbecq, & Koenig, as cited in Jehn, 1995, p. 260). Jehn focuses on the of measuring teams' performance se well as efficacy outcomes without specifically the referencing creativity.

1.1.3 Model for Team Effectiveness

Extensive researches have been conducted on the variables inducing teams' effectiveness resulting in the making of various models planned to better understand teams' functions. These researches models are commonly grounded on the input process output model (IPO). "The IPO model has traditionally been the dominant approach to the understanding and explaining team performance" (Mohammed & Hamilton, 2007, p. 353). Inputs are the existing factor reflecting the resources available to the team before works begins such as: inspiration, character, abilities, experiences as well as demographic attributes. Processes are considered interactions between team members as well as mediating factors between team inputs and outputs. Historically team processes included "coordination, communication, conflict management, and motivation" (p. 353), whereas recent models now also include creativity and problem solving. Outputs are the results of team activity esteemed by teams and organizations.

Digital agency AKQA's Rei Inamoto wrote a few years ago that, "Creativity and innovation are about finding unexpected solutions to obvious problems or finding obvious solutions to unexpected problems. We should use our creativity to provide better businesses and solutions rather than constantly trying to disrupt what people are doing."

Indeed, as we see not coming up with an idea that solves a big problem, or in an innovative way, is one of the most common big mistakes that lots of business owners and managers make nowadays. No matter the type of organization you're in, creativity must be a part of your routine practices. New and fresh ideas, or unexpected combinations of ideas, can help and guide you grow your brand, create new products and or services, land more customers/consumers, get more referrals, investors, and many more.

However, for many leaders and top-level managers, working out how to foster team creativity in the workplace can be a hard task. If you're having trouble generating an environment of creativity, here are some simple, yet effective, ways though that you can

help your organization to come up with team creativity and innovations that will rocket your businesses into the future.

Team creativity in organizational settings is a relatively unexplored concept (Kurtzberg & Amabile, 2000 [1]; Mumford, 2003; Runco, 1997; Sternberg, 1999). Although there has been some qualitative exploration of team creativity in organizations (e.g. Nemiro, 2002) as well as one quantitative assessment (e.g. Taggar, 2002), most of the work on team creativity has been conceptual ([2]cf. Drazin, Glynn, & Kazanjian, 1999; cf. Kurtzberg & Amabile, 2000; Paulus, Larey, & Dzindolet, 2001).

Nevertheless, no clear definition and explanations of team creativity has emerged from this work. Therefore, it is important to develop a working definition of team creativity in order to start this exploration. Toward that end, I will begin this section of the literature review with a brief historic overview of creativity and then establishing a working definition of team creativity.

The next big influence on creativity research was Guilford's 1949 [3] address to the American Psychological Association where he has been provided distinct constructs that made the study of creativity less nebulous. He identified, for example, fluency, flexibility, novelty, synthesis, analysis, reorganization and redefinition, complexity and elaboration as the main constructs that signaled creativity in an individual. Guilford (1950) argued that all of us have these traits or engage in these behaviors to varying degrees but that creative people have the traits and use the behaviors to a greater extent than most problem solvers. This individual level perspective has had a profound effect on creativity research.

As a result, creativity scholars tend to create individually-oriented definitions of creativity that describe creativity in terms of personal characteristics, attitudes/behaviors, and, more recently, cognitive processes such as conceptual combination and idea generation (Mumford, 2003 [4]; Runco, 1997; Sternberg, 1999). An alternative approach to defining creativity is to consider the output or product rather

than the person. The product is broadly defined to include any observable outcome or response.

The presumptions underlying this approach is that creative teams and employees will develop and produce creative outputs and products ([5]Amabile, 1982; Amabile, 1983b; Hocevar & Bachelor, 1989). Obviously, a person may be creative and not produce creative output, but it still is reasonable to suppose the reverse is true (i.e., if there is a creative output the person that produced it is creative). This approach to creativity is typified by Amabile's work (1983b; 1996). She discussed that an operational definition of creativity based on analyzing creative product is the most appropriate approach to defining creativity. This approach has come to be known as the consensual judgment technique.

1.2 Organizational Ambidexterity:

Ambidextrous accurately means a person who is capable of using both hands at the same time with equal skill but in management writings, it is used to state an organization's capability to carry out conflicting activities simultaneously (Gibson and Birkinshaw, 2004; Lubatkin et al., 2006; Yu, 2010). Organizational ambidexterity has been one of the most vital issues of its time and it is an important topic not only for researchers, but also for the industrial field in terms of organizational and knowledge management areas (Gibson et al., 2004). Ambidexterity refers to the ability of managing complex and contradictory components such as exploration and exploitation, flexibility as well as efficiency, essential and continuous innovations and adaptation. These interfering activities are needed to be concurrently accomplished in the organization; this is the core subject of organizational ambidexterity (Adler, Goldoftas, and Levine, 1999; Gibson and Birkinshaw, 2004; Tushman and O'Reilly, 1996). These issues have become more critical for organizations due to latest aggressive competitive environments as well as inconsistent, conflicting and stress between organizations divisions under the rapidly changing environments in the last decades (Nonaka, Toyama, and Byosiere, 2001). Due

to rapidly changing situation and dynamic industrial circumstances, companies need to consider their long-term goals instead of short term success in order to convince their future sustainability's. Therefore, ambidexterity aims to determine the ways that the organizations can be in the charge of not only the alliance of latest activities in the organization such as effectiveness and productivity issues, but also the management of the flexibility issues for the changing business location (Jansen, Bosch, and Volberda, 2005a). The most important components of organizational ambidexterity are exploitations and explorations. Exploitations refers to productivity, proficiency, selection, application, choice, enhancement, and execution; while exploration refers to variation, experimentation, flexibility, innovation, play and discovery (March 1991). In accordance with the definitions of these 2 terms, explorations and exploitations may involve different kinds of resources, organizational structure and plans as well as processes within the same organization; even though they are both learning actions (Gupta et al., 2006; March 1991). Accordingly, organizations need to run these different activities at the same time in order to be successful in the long term. Broadly, many scholars (Duncan, 1976; March 1991; Tushman and O'Reilly, 1996; Adler, Goldoftas, and Levine, 1999; Gibson and Birkinshaw, 2004; Jansen, Bosch, and Volberda, 2005a) claim that explorations and exploitations are conflicting actions that require different resources which counter each other. The reason for this conflict is narrow resources in the organizations and therefore requires the need for a balance and contract between exploitations and explorations. Providing balance between these conflicting explorations and exploitations is extremely important for companies' survival in the long term (Lewin et al, 1999; March 1991) and recognizing a tradeoff (Liu, 2006). Because of limited resources, organizations are trying the collision between exploitation and exploration as these two features work against each other (Jansen et al., 2006; Tushman and O'Reilly, 1996). Hereafter, firms should decide on the trend of activities between exploitation and exploration since they inhibit each other. Presently, the perception of the tradeoff between exploitation and exploration have been changing in the literature.

Researchers claim that resources do not have to be limited, which is what causes the conflict between these two features. Thus, some scholars' point of view has moved from a tradeoff perception to being a paradoxical perception (Duncan, 1976; Gibson et al., 2004). Similarly, some scholars are more interested in finding related interaction between explorations and exploitations. This point of view finally leads to necessity of a closer method to the problem of resource shortage, which puts organizations under pressure to enhance their output and flexibility concurrently.

Organizations are constantly faced with the challenge of exploiting existing competencies and exploring new ones ([6]Vera and Crossan, 2004). As they attempt to adapt to environmental changes, Organizations explore new ideas or processes, and develop new products and services for emerging markets. Meanwhile, they need durability to strengths current competences and exploit existing products or services (Danneels, 2002). Hence, prior literatures have increasingly argued that successful organizations are ambidextrous they generate competitive advantages through revolutionary and evolutionary changes (Tushman and O'Reilly, 1996), adaptability and alignment (Gibson and Birkinshaw, 2004), or simultaneously pursuing exploratory and exploitative innovation (Benner and Tushman, 2003). Although studies are beginning to address some factors that enable ambidexterity such as the appropriate structure (Gilbert, 2005; Tushman and O'Reilly, 1996) and context (Gibson and Birkinshaw, 2004), there is little empirical evidence about the role of senior executives in ambidextrous organizations.

Nevertheless scholars have emphasized that senior executives are crucial to organizations outcomes (Hambrick and Mason, 1984) and play a decisive role in establishing a supportive context and reconciling the implicit tension (Gibson and Birkinshaw, 2004; Smith and Tushman, 2005). Beyond a conceptual framework (Smith and Tushman, 2005), however, there have been few attempts to examine how senior executives contribute to achieving ambidexterity.

This study adds to the emergent dialogue on ambidexterity in two important ways. First, this study provides insight into the relationship between team creativity and organizational ambidexterity. Combining exploration and exploitation within an organization poses considerable challenges to teams (Denison et al., 1995). Although structural differentiation can help overcome resource and routine rigidity (Gilbert, 2005), senior teams face tradeoffs in their decision- making.

Researchers working in various literature streams have contributed to the discussion on organizational ambidexterity. The contradictions between exploitation and exploration, as well as the need to reconcile the two orientations, have been discussed in contexts such as organizational learning, technological innovation, organizational adaptation, strategic management, and organizational design.

Despite the differences between the two learning processes, scholars have long believed that a well-balanced combination of the two types of learning is essential for long-term organizational success (Gupta et al., 2006; Levinthal & March 1993; March 1991). Whereas March considers the two types of learning as fundamentally incompatible, subsequent studies often conceptualize exploitation and exploration as orthogonal variables that can be achieved simultaneously (Auh & Menguc, 2005; Baum et al., 2000; Katila & Ahuja, 2002). Mom, van den Bosch, and Volberda (2007), for instance, show that managers may engage in high levels of exploitation as well as exploration activities. General managers and company executives must regularly go backward and forward by joining to the products and procedures of the current interior environment while managing adaptations for the modernisms that define the future industry at the same time (O'Reilly and Tushman, 2004). While firms are protecting their straight businesses, they also need to adapt to the varying business environment. Many researchers (Duncan, 1976; March 1991; Tushman and O'Reilly, 1996; Adler, Goldoftas and Levine, 1999; Gibson and Birkinshaw, 2004; Jansen, Bosch, and Volberda, 2005a; O'Reilly and Tushman, 2011) claims that companies should be able to switch the activities between

the exploitations and explorations. And others claim that they must launch cross functional teams.

O'Reilly and Tushman (2004) found that effective ambidextrous companies share some mutual characteristics. For example, they distribute their units. New and exploratory units are divided from companies' traditionals and exploitative units to make a liberated difference between processes, configurations and cultures. Simultaneously, they claim that those separated units have constricted bonds with the top seniors' executive levels.

Previous literatures claim that the successful firms are ambidextrous and many researchers have several definitions of the organizational ambidexterity. As a common abstract, organizational ambidexterity is the ability of organizations and how well they deal with two conflicting elements such as efficiency and flexibility (Adler, Goldoftas, and Levine, 1999), evolutionary and revolutionary change (Tushman et al., 1996), low cost strategy with differentiation (Porter, 1996), incremental and radical innovation, and the alignment of existing resources while becoming adapted to a changing environment at the same time (Birkinshaw and Gibson, 2004).

Furthermore, Jansen, Van den Bosch and Volberda (2005) describe ambidexterity as "the ability to pursue exploratory and exploitative innovation at the same time." In the research of Tushman and O'Reilly (1996), ambidexterity is defined as "the ability to simultaneously pursue both incremental and irregular innovation and change." As strained before, March (1991) stated the importance of balancing explorative and exploitative activities. Ambidexterity is considered as one of the dynamic capabilities of the organization because of the need of using both converse methods such as exploitation and exploration in the organizations (Eisenhardt and Martin, 2000; Ancona, Goodman, Lawrence, and Tushman, 2001).

Organizations are arranging the structure of their systems by the innovation process steps. There are 2 kinds of structures in this sense: organic structures and mechanical structures. Organic structures have adaptable setting for exploration and mechanical structure has convenient setting for exploration. In this sense, ambidexterity is

considered as being able to accomplish the exchanges between these different dimensions for the organizational adaptations to a changing environment (Eisenhardt and Brown, 1998; Lovas and Ghoshal, 2000; Venkatraman et al., 2006). Furthermore, Tushman and O'Reilly (1997) pointed out adaptation rapidity to changing environment and how desires for new products and services may force the organizations and firms to deal with exploitative and explorative activities at the same time by independent subunits, tactics, models and diverse adjustments within the same organization for each conflicting dimension. In this regard, in order to be ambidextrous, there is not only a need for alienated subunits, but also, there is need for different structures, strategies, procedures, cultures, and methods within the organizations.

Thus, there are separate features used for common purposes in terms of organizational strategy. They use and keep those features together for mutual goal to improve elements within an organization. These amendments and strategies which are not consistent within organization can be accomplished and governed by a management team and it makes the whole system consistent in the big picture (O'Reilly and Tushman, 2004; Smith and Tushman, 2005).

 In addition, there is huge difference between the ambidexterity which exploration and exploitation are performed in order and the ambidexterity which exploration and exploitation are performed at the same time (Gupta et al., 2006). In the previous, organizations used to deal with internal amendment and switching from one amendment to another, but nowadays the challenge is shifted to managing exploration and exploitation activities at the same time. The only way for successful application in managing these activities simultaneously is through appointment of a management team taking essential policies for achieving the ambidextrous form (Rotemberg and Saloner, 2000).

Regarding the needs of the sub units, its stability and collaboration with each other, behavioral reliability at the top of the organization offers a better understanding and vision for the sub units within the same organization for final and clear common

purposes. Moreover, behavioral reliability in the organizations provides reliability while inconsistent activities are taken by diverse sub units and it brings ambidexterity to the firm (Lubatkin et al., 2006).

Meanwhile managing two altered dimensional activities simultaneously causes uncertainty and disagreements, in order to answer this problem, mutual strategy and mutual understanding should be carried from the top management through the sub units. In alternative study, Jansen (2006) highlighted that a common vision of an organization within the sub units is highly connected with the ambidexterity of that organization. Also, there is another issue as the possibility of the senior teams not having contract on strategies for managing inconsistent elements. This issue sets the ambidextrous situation of the organization in danger (Smith and Tushman,2005).

The significance of organizational structure in reaching the ambidexterity is emphasized by indicating how organizational structure is positively interconnected with daily meetings and high-ranking level oversights which links the sub units to each other (O'Reilly and Tushman, 2004). Additionally, they touch upon the strategic periodic meetings with managers of explorative activities to estimate the progress and organization of explorative activities. Incidentally, researchers have consensus about that how these strategic relations provide consistency and allows exploratory activities to improve exploitative activities within the business by clear vision and joint targets of senior teams.

 In this dissertation, organizational ambidexterity is considered as the fact that bring about organizations' key decisions. Organizations which aims to reach organizational ambidexterity are invented to have two essential approaches (Duncan, 1976; March 1991; Tushman and O'Reilly, 1996; Adler, Goldoftas, and Levine, 1999; Gibson and Birkinshaw, 2004; Jansen, Bosch, and Volberda, 2005a; O'Reilly and Tushman, 2011). One of them is exploration and exploitation which has an orthogonal connection rather than two ends of a continuum. According to organizational learning theory, the difference between exploration and exploitation (March 1991) has always been

considered as tradeoffs in the literature. Alternatively, most researchers (Huber, 1991; Shapiro and Varian, 1998; Gupta et al., 2006; Raisch et al., 2008) claims that regarding the relations between exploration and exploitation, they are not always limited by resource insufficiency. There are different types of resources such as info, knowledge, practical skills which can be used for exploration and exploitation concurrently and mutually.

Even though that, all those altered strategies can be achieved under the separate units or subdivisions. In this respect, if organizations try to execute exploitative and explorative activities in the same subdivision, those exploitative and explorative activities might be mutually limited. Therefore, there is a need for sub divisions within organizations to accomplish explorative and exploitative activities concurrently which will then enhance the organizations' ambidextrous skills (Gupta et al., 2006).

Hence, these approaches show that in cases of the organizations which have additional resources, achieving the ambidexterity is easier. Furthermore, if there are enough sub systems that are focused in a specific theme, handling conflicted activities became simpler. However, interaction between the exploration and exploitation is not the only tactic to get benefits from ambidexterity.

Previous studies show that researchers have discussed organizational structural and related ambidexterity. As it is indicated in the research of Duncan (1976) the official structure in an organization is one of the most critical items for the organizations to make themselves stretch ambidexterity by managing separate sub units acting different project and jobs which involves conflicting processes such as exploitative and explorative accomplishments at the same time. One of the most important points of structural ambidexterity is the knowledge based activities in organizations based on the organizational design concepts (Ettlie et al., 1984).

Damanpour (1991) listed 4 main factors which impact innovation in organizations as centralism, validation, horizontal and vertical differentiation. Moreover, Blackburn and Cummings (1982) listed these issues as centralization, formalization, difficulty and

configuration. Decentralizations and formalizations are measured as the most vital factors in terms of the organizational ambidexterity. With reference to organizational ambidexterity design, the structure of ambidextrous organizations comprises of subdivisions which are highly distinct and independent from one other and which are not integrated. Exploitations related parts of the sub units are invented to be huge and centralized which depends on the organization's primitive and straight processes and cultures, while exploratory parts of the sub units inside the organization are decentralized, minor and independent from the organization's ordered processes and cultures (Benner and Tushman, 2003; O'Reilly and Tushman, 2011). Commonly speaking, the purpose of exploratory units comprises of investigation, which is performed frequently whereas exploitation units aim to rise efficiency and profitability, as well as reduction of the variance.

In order to accomplish organizational ambidexterity, conflicted activities need to be balanced. Regarding matching exploitations and explorations, Gibson and Birkinshaw (2004) claim that inverse tasks need to be completed separately. Also, organizational ambidexterity is considered as features of organizational behavior. In their research, they have pointed out some of the facts of related ambidexterity and they claim that behavioral ability affects all units in the organization, which improves placement and adaptability skills at the same time.

With this, in order to succeed ambidexterity, orgs should be capable of handling their activities and tasks while they inspire the employees to make their own decisions. This paper takes a look into issues of organizational ambidexterity which affects organizations struggles to be ambidextrous, for example, efficiency and flexibility (Adler et al., 1999) evolutionary and revolutionary change (Tushman, O'Reilly, 2004) alignment and adaptation (Gibson & Birkinshaw, 2004).

According to the researcher's opinion, labor power and time are the two most important and basic resources which ought to be apportioned. Additionally, the most vital factor is the communication skills for growing utilization of these resources.

1.3 Employees Selection:

The field of employee recruitment and selection, has traditionally been one of the most energetic and active domains of research and practice in the field of Work and Organizational Psychology. Numerous psychology graduates are employed in human resource management (HRM) consultancies, HRM departments, and in specialized work psychology/psychological testing organizational, involved in staffing, recruitment and selection in countries worldwide. Furthermore, it has also been one of the first fields to attract researchers' and practitioners' attention both in Europe and the United States.

Recent research in employee's selection has also shifted its focus from the traditional selection paradigm, that is, the relationship between the predictor and the criterion, towards other important issues. For example, there is increased interest in different selection methods (e.g., situational judgment tests), in the role of technology and the Internet in recruitment and selection (e.g., video resumes and the effect of social networking websites), in the applicants' perspective (e.g., trust, fairness, and applicant reactions research), in the use of new statistical and methodological approaches (e.g., multilevel analysis and diary studies), in ethical issues and adverse impact, in high-stakes selection, and so forth.

In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences.

Most organizations utilize different mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004).

Due to the fact that most organizations are always encouraged by information technology to be more and more competitive, it is natural to also reflect utilizing this technology to re organize the customary selection process through proper decision methods, with that both the effectiveness and the efficacy of the procedures can be improved and the quality of the recruitment and selection decision improved. An HR information system is a system oppressed to acquire, store, operate, analyze, recover, and distribute relevant information concerning an organization's human resources (Huselid, 1995).

1.3.1 The Concept of Recruitment and Selection

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight 5 different questions an organization has to answer to have an effective employment strategy in order to pursue its survival and success. Those questions are "Whom to select?", "Where to select?", "What recruitment sources to use?", "When to select?" and "What message to communicate?" The concept of effectiveness in this study relates to the manner by which organizations implements its employ policies. The principal is to understand whether such guidelines are applied properly in the way they have been planned.

As debated by Jackson et al. (2009), human resources management methods in any business organizations are established to meet corporate objectives and realization of strategic plans. The nature of the recruitment and selection for an organization that is following HRM approach is influenced by the state of the employment market and their power within it. Additionally, it is necessary for such organizations to monitor how the state of employment market connects with prospective recruits via the projection of an image, which would have an effect on and underline applicant opportunities. Bratton & Gold (1999), were of the view that organizations are now increasing models of the kind of employees they desire to select, and to recognize how far candidates correspond to their models by means of trustworthy and valid methods of selection.

Similarly related to the successes of the recruitment and selection process are the strategies an organization is organized to employ in order to recognize and select the best candidates for its developing pool of their human resources. Organizations seeking recruits for the base level entry positions often need minimum qualifications and experience. These candidates are usually recent high school or university graduates lots of whom have not yet made clear choices about future careers or are considering on engaging in advanced educational activity. At the middle levels, senior clerical, technical and junior supervisory positions are often filled inside. The push for rare, high quality talent, frequently recruited from exterior sources, has typically been at the senior executive levels. Most companies utilize both instruments to affect the recruitment to all levels. The focus of employment and selection according to Montgomery (1996), is on matching the competencies and inclinations of prospective applicants against the demands as well as rewards inherent in a given job.

Odiorne (1984), suggested that the quality of employment practices put in place by an organization is a task of the quantity of the application that will be established; he indicated further that the relative value of the selection is naturally dependent upon the quality of candidate attracted. Likewise, Smith and Robertson (1993), agreed with the above statement that the more effectively the recruitment and selection phase is

implemented or carried out, the easier and correct the selection process becomes in making resolutions on which applicant to select. Odiorne (1984), added that the result of the effective recruitment se well as selection are the reduction on labor turnover, good employee confidence and improves organization performance.

1.3.2 Definition of Selection

Mondy (2010: 136), states to selection as „the process of choosing from a group of interviewees those individuals best suited for a specific position in an organization. " Whereas the recruitment process is associated to encourage individuals to seek employment with the organization, the selection process is to recognize and employ the best qualified and suitable candidates for specific positions. Usually, it was assumed that organizations could choose amongst candidates and that they would agree all job offers. Nevertheless, attracting a large number of candidates was not the problem, but recruiting the right applicants became the main concerns amongst employers (Branine, 2008). With the overflow of unskilled candidates (Nzukuma & Bussin, 2011), it can be presumed that employers would be very alert before selecting any applicants. The Employer decisions about the selection of employees are principal to the operation of organizations and to a series of conclusions that matter to individuals, organizations, and society.

Amos et al. (2004), as well as Mathis and Jackson (2006), define selection as the process of selecting the most suitable applicants. The process, according to them, is directed by predetermined selection criteria like job descriptions or job specifications and job profiling and commences after the employment process has been completed. Robbins et al. (2001), indicate that the goal of the selection process is to match the candidates‟ ability, knowledge, and experience with job requirements in a legal manner. It means that selection boards, in their mission to select interviewees with potential. Possibly the most basic question in this area is why companies engage in selection efforts at all.

1.3.3 Selection Process

The employer decisions about the selection of employees are fundamental to the operation of organizations and to a series of endings that matter to individuals, organizations, as well as society. Maybe the most basic question in this part is why employers involve in selection efforts at all. Managers who are complicated in hiring employees need to know the skills that are required in a specific job and define which candidates have these capabilities. Interviews, reference or background checks, tests, applications and CV can all help identify differences among applicants. Managers can make their selection results with a fuller awareness of the candidates" strengths and weaknesses (Tjosvold and Newman, 2003).

1.3.4 Screening

Screening, commonly known as short listing, which is the first step after the recruitment process is finalized and applications received. In this stage, all the applications received by the due date are analyzed and screened then those that do not relate to the requirements required in the advertisement are immediately excluded in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to differentiate against candidates with potential. Their decisions should be directed by short listing criteria that is established against the job requirements specified in the advertisements. In addition, they need to ensure that sufficient time is set aside for short listing.

1.3.5 Selection tests

Selection tests are regularly used as part of a selection process for occupations where a large number of employees are required, and where it is not possible to trust completely on examination results or information about previous experience as the basis for forecasting future performance. Tests usually form part of an assessment center process. Intelligence tests are mostly helpful in conditions where intelligence is a key issue, but

there is no other dependable method of the measuring it. Capacity and attainment tests are most valuable for jobs where specific and the measurable skills are obligatory, such as typing or the computer programming. Personality tests are the potentially of highest value in jobs such as selling where character is vital, and where it is not too difficult to obtain measurable criteria for authentication purposes.

It is important to evaluate all tests by matching the results at the interview stages with advanced achievements. To be statistically important, these assessments should be carried out over a rational period and cover as huge a number of applicants as possible. In some circumstances, a battery of assessments may be used, including various types of intelligence, aptitude as well as personality tests. These may be an ordinary battery supplied by a test organization, or a custom-built battery may be established. The biggest difficulty to avoid is adding additional assessments just for the sake of it, without confirming that they make a proper contribution to the successes of the forecasts for which the battery is being used (Philipo, 2008).

1.3.6 Reference and background check

Generally, advertisements require that the applicants provide their names and contact details of people who can help as referees to them in case their application are considered. The reference checks are used to validate the information that is provided by candidate and are usually completed telephonically. While most referees are disinclined to respond to certain questions (Mathis and Jackson, 2006), references checks can be used to collect as much information that will be used in determining whether to appoint or drop to appoint the applicants.

References offer the organizations with other people's opinions of the candidate's professional capacity. The company should contact the candidate's prior employers and colleagues. Inquiries to ask references might address the applicant's creativity and initiative. This is regularly the cause why conditional job offers are given in other to form the truthfulness of what the applicant provided on the application form (Snell and

Bohlander, 2010). References are one of the more common and traditional tools in the selection processes. On the other hand, the rationality and reliability of references has been examined, particularly with respect to their formless and often ambivalent nature (Heraty and Morley, 1998).

1.3.7 Interview

Interviews are effectively used by all organizations in the selection purposes. In support of this, Newell and Tansley (2001), point out that interviews are by far the most generally used personnel selection processes. With the use of interviews, superiors of organizations get an opportunity to meet the candidates directly. The interview also provides the candidates with an opportunity to also study more about the public associations. The aim of the selection interview is to collect as much information and to use such info to arrive at a selection decision (Redman & Wilkinson, 2001:31). Throughout the interview, the panel members (interviewers) normally stance questions to which the interviewee is likely to respond. Responses to the queries are often captured by means of the scores as determined the evaluators. The candidate that obtains the maximum score is recommended for appointment (Wilkinson, 2001:32). Due to interview ambiguity, struggles must be made to ensure that all candidates are being asked the similar questions (Gomez-Majia et al., 2004:175)

1.3.8 Physical Examination

Candidates are often expected to go through tests to determine if they are suitable to perform the job, should they be employed. The greatest common example of the employment tests that candidates often go through is the medical examination. That also referred to preplacement health testing, is conducted only where the candidates are required to use physical strength to effectively perform their duties (Mathis and Jackson, 2006).

1.3.9 Job Offer

The next stage in selection process is the job offer to those candidates who have passed all the previous hurdles or it is the last step in the selection process. Improvement of an offer via email or letter is occasionally a more formal part of this process.

1.3.10 Challenges of Recruitment and Selection

As stated by Cooper et al. (2003) the recruitment and selection of employees are the most vital job of a Human Resource Manager. CIPD (2009), recommend that effective recruitment is the central and crucial to the victory of day to day operations of any organization. The success of recruitment depends upon finding the right people with the right skills, qualifications and expertise to carry organization goals and the ability to make a positive impact to the values and aims of the organization (CIPD, 2009).

Briggs (2007), recognized some of the problems that are affecting recruitment and selection as, the increasing pressure for the employment, employment of informal sources of recruitment and allocation of recruitment task. These problems have led to inadequate use of the job description and standard employee's requirement in the processes of recruitment. Kaplan and Norton (2004), specifies that a common problem in recruitment and selection is the poor Human Resource Planning. This is mostly so with recruitment and selection policies and practices.

The key objective of HR planning is to get the right people with the right skills, experiences as well as competencies in the right job at the right time. Detailed and vigorous recruitment and selection policies, such as recruitment and selection procedures, assessment criteria, talents examining and handling the information about the labor market are vital in recruiting and organizing appropriate employees at the right time. Batt (2002), confirms that recruitment and selection skill can also impact on the probability that a applicant will accept a job offer and on their consequent commitment to lasting in the organization. Selection decisions are the most significant ones a manager have to make; they affect the manager's ability to accomplish targets, the

quality of services or products carried to the customer and the well-being of the entire team. Earlier research shows that the competency levels of the HR managers have a major effect on recruitment and selection and experienced HR Managers within the HR department will not only reduce vacancy duration, but also increase the quality of the applicants. Furthermore, effective recruitment and selection is probable only if there is a competent HR team (Kaplan and Norton, 2004).

Showing a thorough job analysis and recognizing the right caliber of applicants bring about a good balance between candidates and the job. Dispute has been given that under eligible employees may not able to effectively perform their job situations due to lack of knowledge and capabilities, while on the other hand over qualified employees be likely to to experience less job satisfaction because of their greater qualification than the desired level for a given job. For each job in the organization as Armstrong (2006), recognized, there are steps by which a thorough job analysis must aim to achieve the defining requirement, organizing job descriptions and conditions; determining terms and conditions of employment, inviting candidates, and evaluating alternative sources of candidates inside and outside of the organization. Job analysis procedure generates info which is converted into physical outputs of a job description and a person condition, that is what has to be done and who does it before recruiting for a new or existing situation. It is important to invest time in collecting information about the nature of the job since it recommends relevant personal abilities and attitudes as well as talents and knowledge required for the job (Pilbeam and Corbridge, 2006).

Most of the organizations in the selection processes use methods such as application forms, assessment centers, interviews, formal tests, background and reference checks, and official transcripts. An organization needs to select a method that is most suitable to the job positions. HR specialists generally drive the staffing processes and the purposes of the staffing is to achieve the requirements of businesses, and the skill levels offered by each new recruit is likely to be tried better if the line manager involved in the recruitment and selection processes. In business policy implementation, the participation

of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the board of recruitment) is important for ensuring recruitment and selection to meet business requirements. In the other words, the line managers are the owners of the recruitment and selection processes along with HR playing a organizer role. (Dess and Jason, 2001). Organization that are smaller amount selective or hire lower skilled staffs are likely to experience important effects on productivity, while selecting a mismatched employee can affect in poor performance and greater turnover rates (Batt, 2002).

Researchers have argued that another key issues and arguments run through analysis of HRM and recruitment and selection: control, efficiency, and the difficulty of adjusting practice towards social integrity are often cited. The first two problematic, as (Burton, 2001) notes, has been fundamental to the management of people for as long as executives have been present in organizations. The latter is also common across all of the organizations, but is a specific academic and policy anxiety for the smaller or rising organizations (Burton, 2001).

In the recruitment and selection exercise, the construction of official selection frame works and norms of acceptable perception maybe seen as an attempt to enable managers to direct between efficiency, social justice and control. In their guidance on how to attain the perfect fit of person as well as organization and job, they claim that selecting on the basis of administrative opinion is absolutely unscientific and unpredictable and that managers are responsible to be turned this way and that by the most insignificant of considerations. In place of this unacceptable state of affairs, these scholars have proposed that the physical self-provide the key to revealing the inner secrets of the singular seeking employment, and hence should inform the selection process. The essential philosophy of this process is that everything about man shows his character and as much info as possible must be collected to inform a good decision- making.

Recruitment may be conducted inside through the promotion and transfer of present personnel or through referrals, by existing staff members, of friends and family

members. Where interior recruitment is the chosen technique of filling vacancies and job openings can be announced by job posting, i.e., a strategy of placing notifications on manual and electrical bulletin boards, in firm newsletters and through office memos. Internal recruitments don't always create the number or quality of employees needed.

As stated by McKenna & Beech (2002), some of the organizations usually taken the employees from education institutes have operated several processes to recruit the young persons, who are in their final year or just completed their studies. In such an occasion, the organization needs to recruit from outside sources, either by encouraging employee recommendations; radio advertisement, TV advertisement, newspaper advertisement, professional connotation, employment managers, door to door, mobile, recruitment from school, career fairs, talent search, job proofing, primary job offer and the use of labor office.

## 1.3.11 Impact of Recruitment and Selection Practice on Performance

Performance is a progressively important issue for all corporate enterprises in developed and rising economies in both public and private enterprises. Organizations are yet not discharged from the necessity of performance as they are repeatedly threatened by rise competition causing from the increasing liberalization of the international economy. Individual performance is interesting issue in today's business situation, to the extent that administrations go to the length to appraise and manage it (Armstrong and Barron, 1998).

Performance as well-defined by Hellriegel et al. (1999), is the level of an individual's work accomplishment after having applied effort. Hayward (2005), stated that individual presentation is a product of ability multiply by incentive. With conservational factors influencing performance primarily through the effect of individual elements of performance ability and incentive. Qureshi and Ramay (2006), argue that HR performs are positively correlated with the effectiveness and suggest that organization must focus on these Human resource practices (recruitment and selection) resulting in amended

organizational profit. In order to get determined output from employees, it is important to consider a fit between effective applicants and the organization. This is made probable by the use of selection standards as basis on the questions asked by the selection board and in interview. By selecting the required applicants for positions in individual departments, line managers could help accomplish a better fit among job and candidate (Zhuand Dowling, 2002).

Recruitment and selection is categorized finally by potential complications and it is necessary to keep update of developments in study in this field. One of the assets of all organizations is its employees. To engage and employee's services the company needs to carry out recruitment by creating a pool of applicants, which mainly orders to the selection of eligible people to work in the organization. Recruitment and selection also has a significant role to play in certifying worker performance and positive organizational consequences. Two main sources of recruitment were recognized - internal and external sources of recruitment.

Conceptual Diagram of Recruitment and Selection
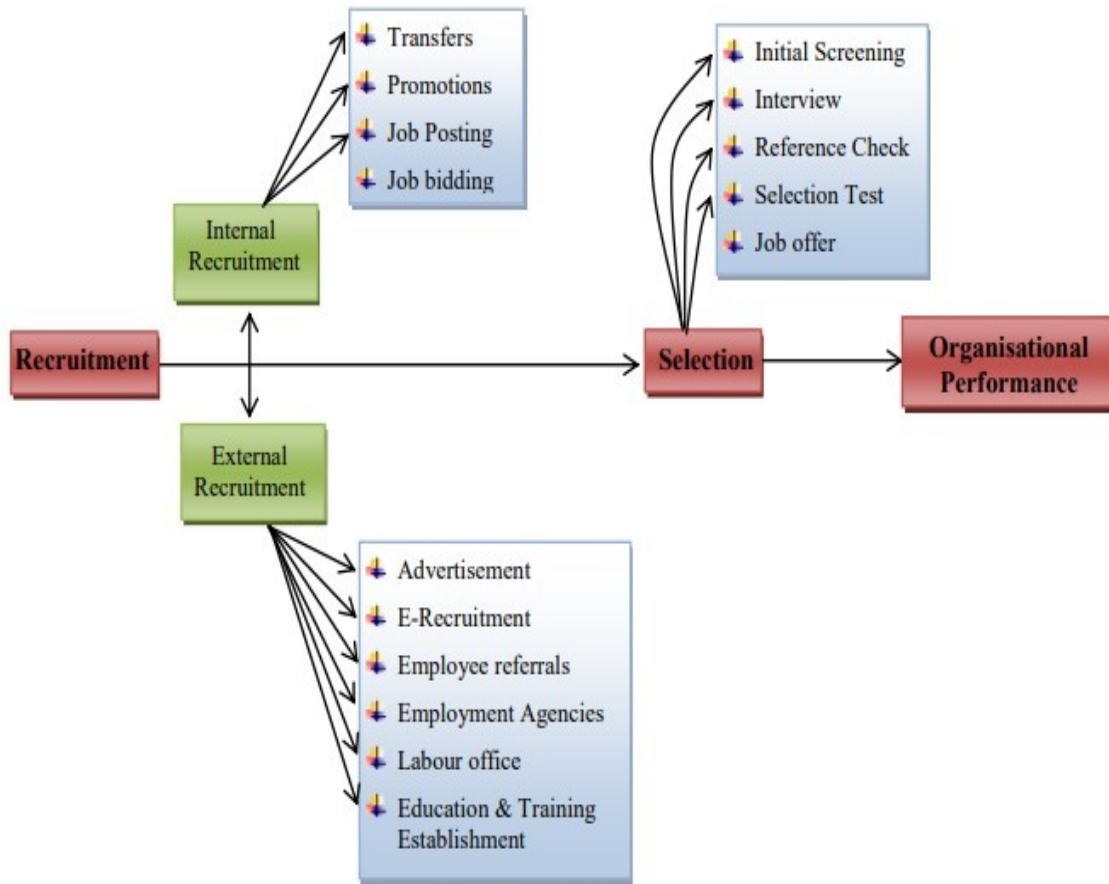
Source: Adapted from: Guest (1997), Jaeger and Kanungo (1990).

Whereas the external sources of the recruitment are advertisement, electronic recruitment, employee referrals and agencies, labor office and educational and training establishment. Selection process followed recruitment which involves, initial screening, interview, background and reference check, selection test, job offer that typically leads to organizational performance. The conceptual framework clarifying recruitment and selection practices in organization as shown in the above Figure.

Chapter Two.

2.1 Research Methods:

In this thesis, the quantitative research method has been used through questionnaire with a series of questions about team creativity, organizational ambidexterity and employee selection in a Likert style in order to collect the actual data or result via conducting surveys and interviews from different organizations specially from Managers and employees.

2.2 Research Design:

The research methodology is a vital foundation for any research effort. Saunders et al. (2009) explains that the study philosophy has an important impact on the assumptions detained by the researcher and the way in which he/she views the world. These suppositions will in turn effect the research strategy by influencing the optimal of methods that will be engaged in this thesis. Saunders et al. (2009) also speak out that it is significant to understand the research methodology not mainly because they are 'right' or 'wrong' choices in the terms of the methods that can be selected, but for the researcher to be academically informed so that he or she is able to protect the choices made in terms of the methods used.

This chapter discusses the 2 main research approaches, that is quantitative and qualitative. Then it describes the reflections which led to the case study research methods being selected. The research effort will comprise of primary and secondary research. The Secondary research will be employed to permit the author to gain a deeper knowledge of the subject and to advise the primary research. The literature review offered in the previous chapter, recognized relevant concerns in the area. Primary research will be conducted in order to support the research effort achieve the research goals.

The research strategy is therefore a mixed methods approach- Bryman & Bell (2007, p.642) describe the term mixed methods research as "simple shorthand to stand for research that integrates quantitative and qualitative research within a single project". "Quantitative data is numerical data and quantitative analysis is the analysis of quantitative data using statistical methods" (Quinlan, 2011, p. 380), this is applicable as we will see what percentages of people who completed the questionnaire agree or disagree on different aspects. Qualitative research on the other hand explores attitudes, behaviors and experiences (Dawson, 2010).

2.3 Data collection:

Considerations would be given in the design of the interview in order to ensure that the extreme amount of info can be gathered whereas at the same time matching the possibility that the respondents may be hold over by too many questions and they might have problems knowing the questions, etc. In this thesis, the interview instrument was used to collect first hand primary data. The main aim of the interview with the organizations employees were to obtain understanding about the factors which impacts team creativity on firms' ambidexterity. Analysis of organizations innovative strategy, understanding of team creativity, ambidexterity, organizational structure and hierarchy among individual and subunits as well as employee's selection. All helped overcome problems and determine where exactly they were in terms of ambidexterity (Yin, 2009). Furthermore, Interviews are the basis for the data collection it helped to understand the views of the respondents more in detail; it provided rich info which helped to identify the consequences of the aspects that affect the great performance in the organization. It was expected that all the interviews will let to collect information that will support shed light on the research question and clarify any questions that arise during the data collection stage. The serial nature of the interviews also delivered the researcher with the opportunity to get familiar with the answers, and understand the different viewpoints of the respondents which were being interviewed in detail.

2.4 Structure of the interview

As the research presented that the structured interview was the desired technique of data collection, it was necessary to improve the questionnaire for the interview. The researcher primarily developed a set of questions and with assistance and feedback from the supervisor, refined all these questions. The questions used in the current research is presented in the appendix section. It was vital to ensure that the data collected were relevant; control over the reaction received will ensure that the data collected will be appropriate. I found that during the conduct of the interview, the interaction among the respondents resulted in more details to the different perceptions being articulated and more valuable data being gathered.

2.5 Sample

It was not possible to investigate all employees in the population, so a sample frame was created (Babbie, 2007). Only employees and managers who are working administration and higher positions were selected for the sampling frame. This to certify that the employee's decision-making is based on the logics during their employments. This is done with the intention to decrease the probability that individuals lack understandings of creativity used in the questionnaire (Dew et al., 2009). This was done, to stimulate the data analyses for research goal.

Among all companies in Baku, Azerbaijan (local, international, private and public) I selected 10 leading companies as sample which were operating on different sectors as described below:

1. Caucuses Research Resource Center (CRRC)
2. Landmark Hotel
3. AF Hotel
4. Nar Telecom
5. Hilton Baku
6. Caspian Drilling Company

7. KPMG

8. Azersun Holding

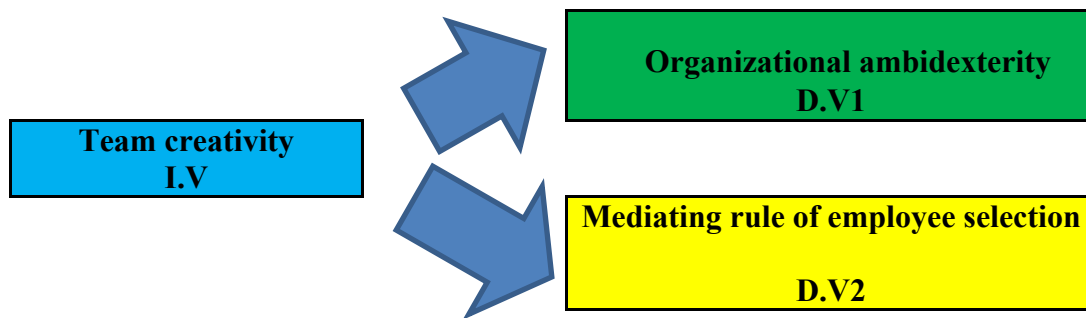9. Pasha Holding

10. Absheron Hotel

Dataset: There is total number of 425 observations recorded trough the questionnaires in which 8 observations is missing data. Therefore, total numbers of Obs. Is 417.

Chapter Three

3. Data Analysis:

This section is focusing on the analysis of the collected data. In this study, the data were analyzed in xls program (both table and graph analysis).

3.1. Conceptual Framework and description of variables:

Team creativity **I.V**	→ **Organizational ambidexterity** **D.V1** → **Mediating rule of employee selection** **D.V2**

3.2. Hypothesis:

H1: There is a positive correlation between "*team creativity*" and "*organizational ambidexterity* as well as *mediating role of employee selection*".

H0: There is a negative correlation between team creativity and organizational ambidexterity as well as mediating role of employee selection.

3.3 Data Analysis (Table & Graph):

Table 1. Descriptive statistics (summary of average scores: by Company)

Company names	Employee selection	Team Creativity	Organization Ambidexterity
(CRRC)	4.064516129	4.266409266	3.957746479
Landmark Hotel	4.120430108	4.364548495	3.975757576
AF Hotel	4.318548387	4.344827586	4.238636364
Nar Telecom	4.291989664	4.325325325	4.240740741
Hilton Baku	4.327006327	4.3375	4.214015152
Caspian Drilling Company	4.305610561	4.285714286	4.252319109
KPMG	4.272903226	4.298	4.258181818
Azersun Holding	4.335804623	4.325675676	4.253071253
Pasha Holding	4.396236559	4.335	4.25
Absheron Hotel	4.412759416	4.337708831	4.201735358

No. of observations= 417	Minimum score =1
	Maximum score =5

Discussion 1: According to the summary of the dataset which is report in Table 1 above and in Graph.1 below, it says that; "Absheron Hotel, Pasha Holding and Azersun Holding" have a higher role of mediating employee selection among other firms in the dataset respectively.

In addition to that; Landmark Hotel, AF Hotel and Azersun Holding with the highest average score in "Team creativity" stands on the top of the list of available companies in the dataset.

Graph 1. Average scores by company
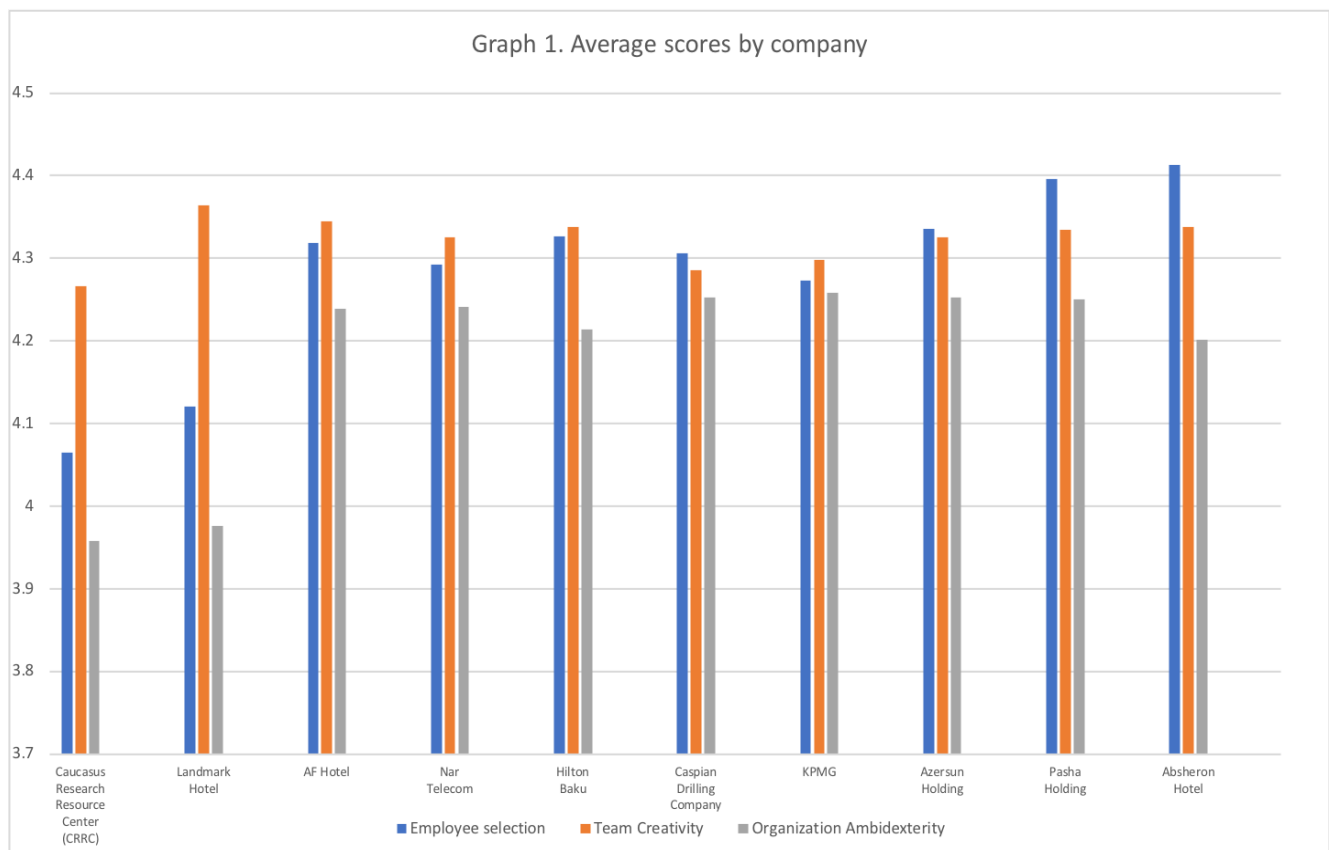
Moreover; comparing to other firms in the study, KPMG, Azersun Holding and Caspian drilling companies hold the highest average scores in "Organization Ambidexterity" respectively.

It is mentionable that; the CRRS have the lowest average score for all 3 variables.

Figure 1:
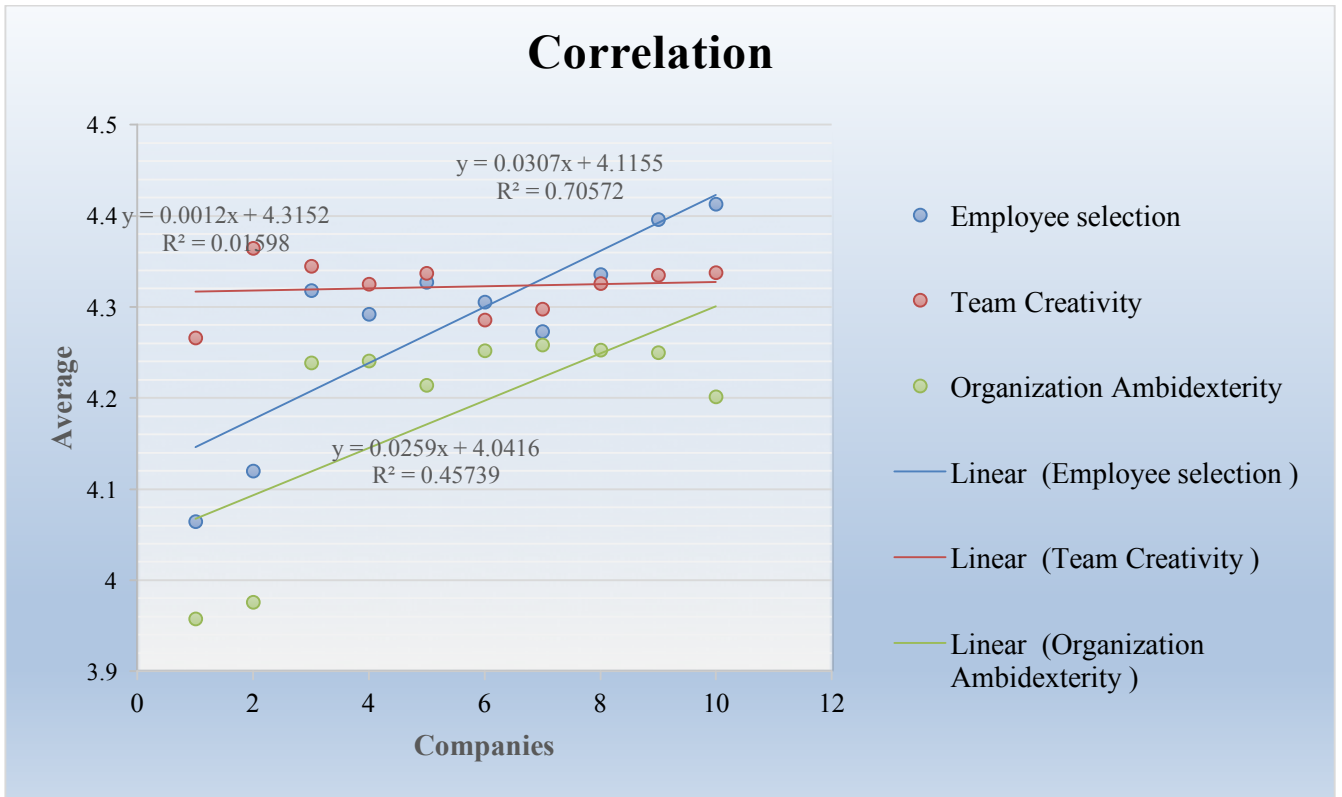
The above figure shows correlation between variables (Team creativity, Organizational ambidexterity and Employee selection) and the following companies:

1. Caucuses Research Resource Center (CRRC)
2. Landmark Hotel
3. AF Hotel
4. Nar Telecom
5. Hilton Baku
6. Caspian Drilling Company
7. KPMG
8. Azersun Holding
9. Pasha Holding
10. Absheron Hotel

Table 2. Overall Average scores without mediating role of employee selection (by company)

Company name	Employee selection	Team Creativity	Org Ambidexterity
(CRRC)	4.064516129	4.266409266	3.957746479
Landmark Hotel	4.120430108	4.364548495	3.975757576
AF Hotel	4.318548387	4.344827586	4.238636364
Nar Telecom	4.291989664	4.325325325	4.240740741
Hilton Baku	4.327006327	4.3375	4.214015152
Caspian Drilling Company	4.305610561	4.285714286	4.252319109
KPMG	4.272903226	4.298	4.258181818
Azersun Holding	4.335804623	4.325675676	4.253071253
Pasha Holding	4.396236559	4.335	4.25
Absheron Hotel	4.412759416	4.337708831	4.201735358
	x	4.322070946	4.184220385

	Team Creativity	Org Ambidexterity
Overall average	4.32353585	4.232546687

Table 2 shows the overall average scores without mediating role of employee selection by each company listed above and its overall average score without mediating role of employee selection for (Team creativity is 4.3) and for (Organizational ambidexterity is 4.18).

Graph 2. Overall Average score without mediation role of Employee selection

49%   51%

■ Team Creativity
■ Organization Ambidexterity
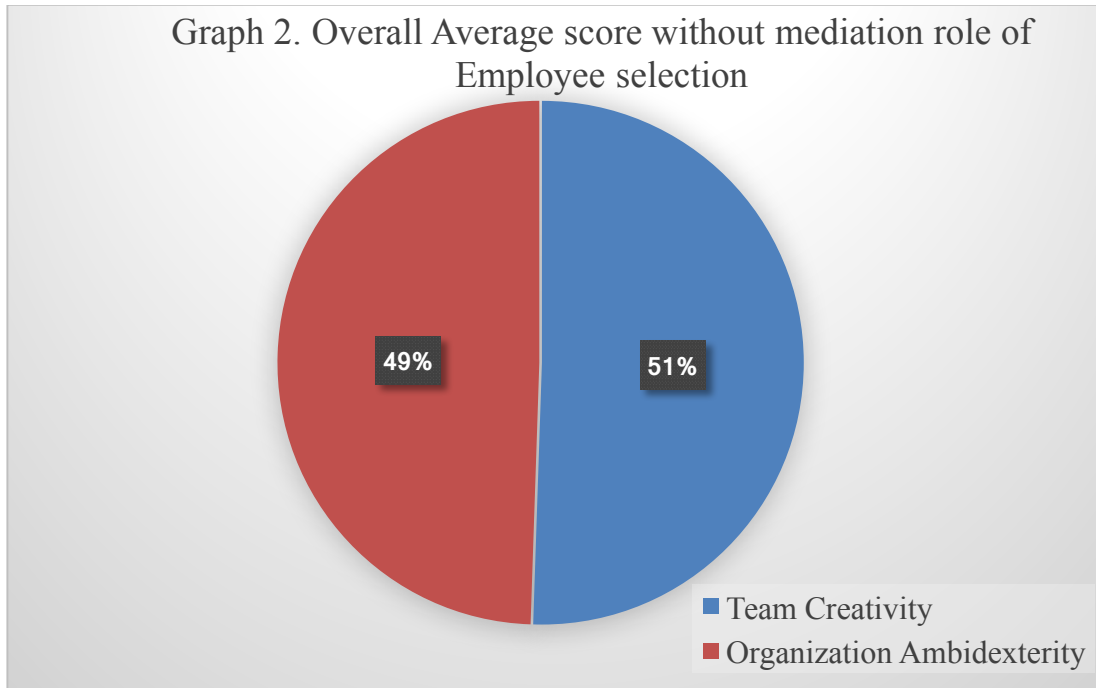
It has clearly shown on the graph 2. that if we remove our second dependent variable which is (employee selection) and just keep team creativity with organizational ambidexterity then there won't be any specific changes almost similar 51% is team creativity and 49% is organizational ambidexterity. Therefore, from overall average score without mediating role of employee selection we can say that it greatly effects on variables.

Below Table 3. shows the average value of Independent variable (team creativity) and 2 dependent variables (Organizational ambidexterity and mediating role of employee selection) in which Absheron Hotel and Pasha Holding has the highest impact but CRRC and Landmark hotel has the lowest.

Table 3. Average score by company {(ES+Org.Amb.) Vs. (T.C)}

Company name	Average (Emp Sel + Org Amb)	Team Creativity
(CRRC)	8.022262608	4.266409266
Landmark Hotel	8.096187683	4.364548495
AF Hotel	8.557184751	4.344827586
Nar Telecom	8.532730405	4.325325325
Hilton Baku	8.541021479	4.3375
Caspian Drilling Company	8.557929671	4.285714286
KPMG	8.531085044	4.298
Azersun Holding	8.588875876	4.325675676
Pasha Holding	8.646236559	4.335
Absheron Hotel	8.614494774	4.337708831
overall average score	**8.468800885**	**4.322070946**

Graph 3. Average Scores (D.Vs Vs I.V) by Company
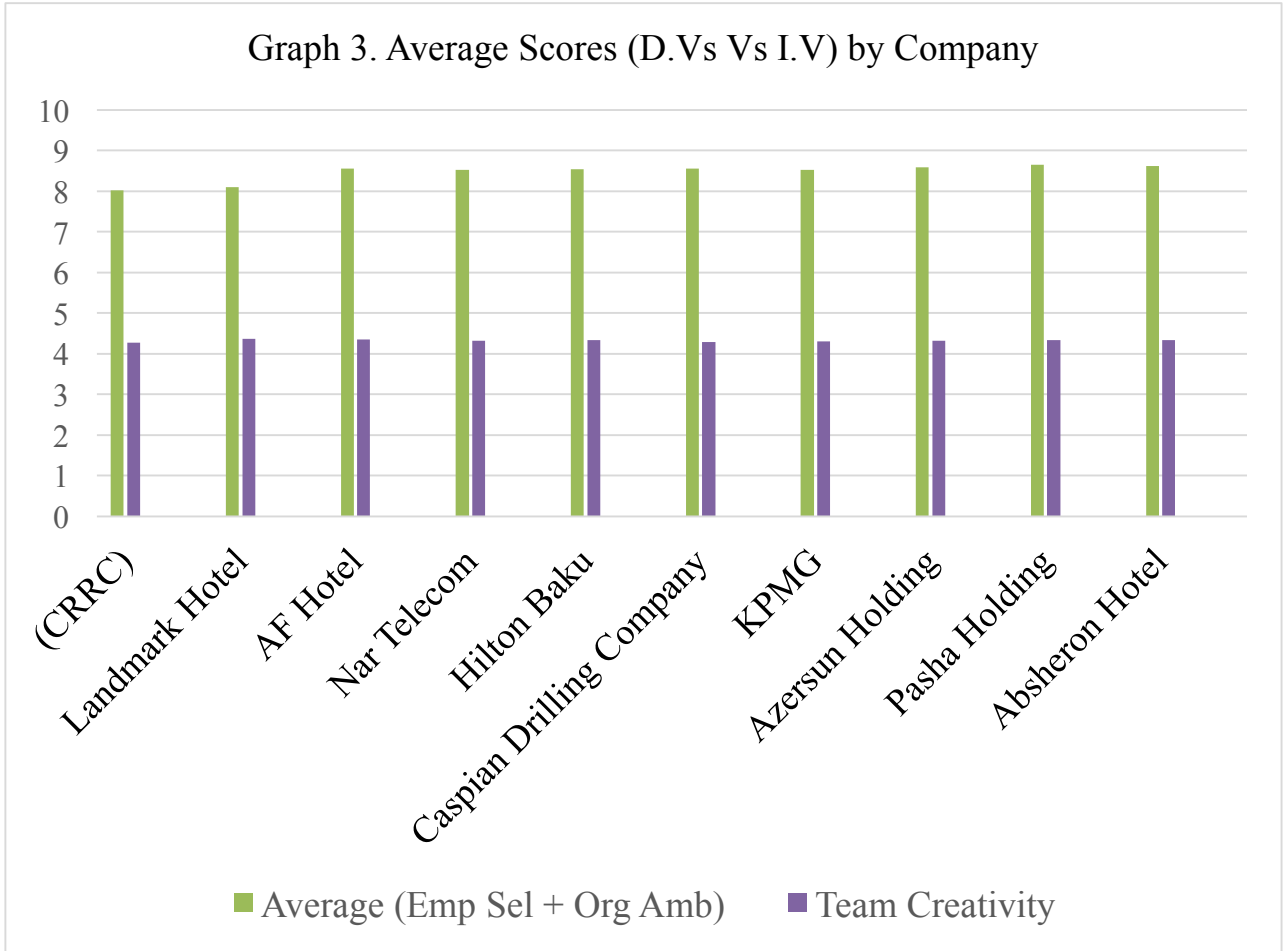
The above graph indicates the Independent variable and 2 dependent variables average scores by companies as mentioned AF Hotel, Nar Telecom, Hilton Baku, Caspian Drilling Company, KPMG, Azersun Holding, Pasha Holding and Absheron Hotel has the highest score on organizational ambidexterity and employee selection while CRRC and Landmark Hotel has the lowest among others.

Table 4. Average score overall {(ES+Org Amb) Vs. (TC)}

|	D.V (Mediating role of E.S + Org. Amb.)	I.V (T.C)
Overall average score	8.4688	4.3220

Graph 4. overal average score
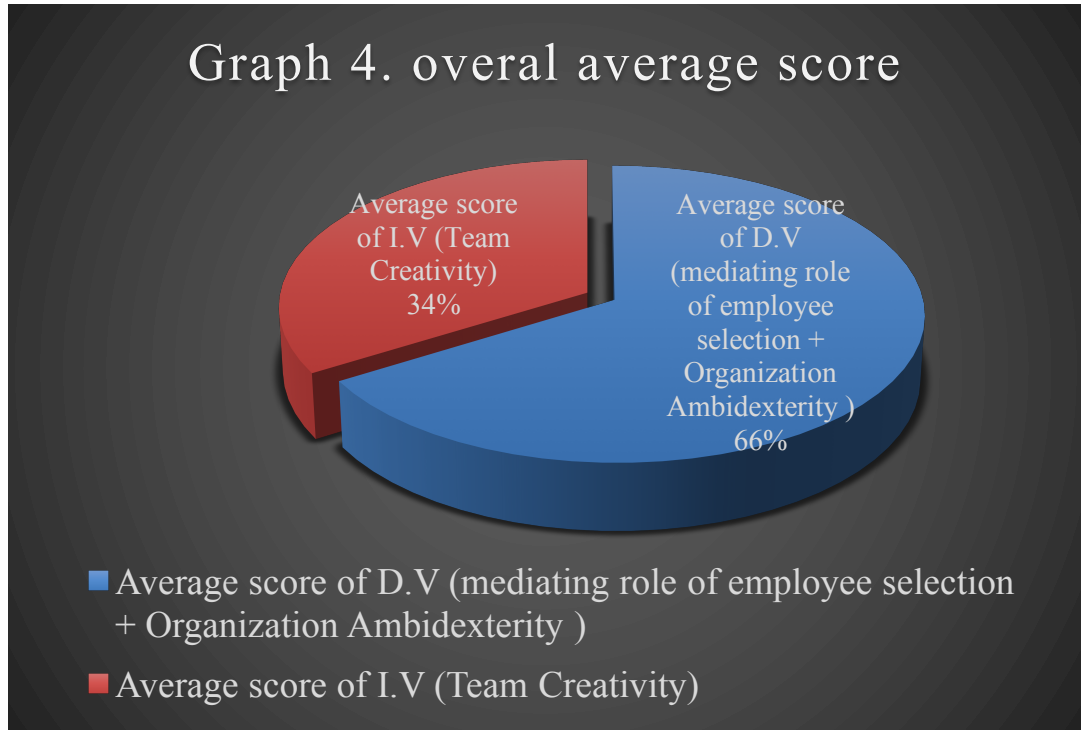
Interpretation of the result:

Increasing one unit in "Team creativity", will be associated with 2 units increase in our dependent variable ("Organizational ambidexterity"+ "employee selection"). Which means that there is a significantly positive correlation exists between the "Team creativity" and "Organizational Ambidexterity" and " mediating rule of employee selection". Therefore; hereby we find an evidence to support our hypothesis as well as we could reject the null hypothesis.

On the other hand, if we reduce the effect of the "Mediating role of Employee Selection"
from the analysis of the relationship between "Team Creativity" and Organizational
Ambidexterity the result will simultaneously reduce by 200%, from 2 units to 1 unit.
(please refer to graph 2)

Table 5. Overall average score:

	IV (Team Creativity)	DV (Org Amd + E.S)
Overall average	**4.322**	**8.468**

graph.5 Overal average score
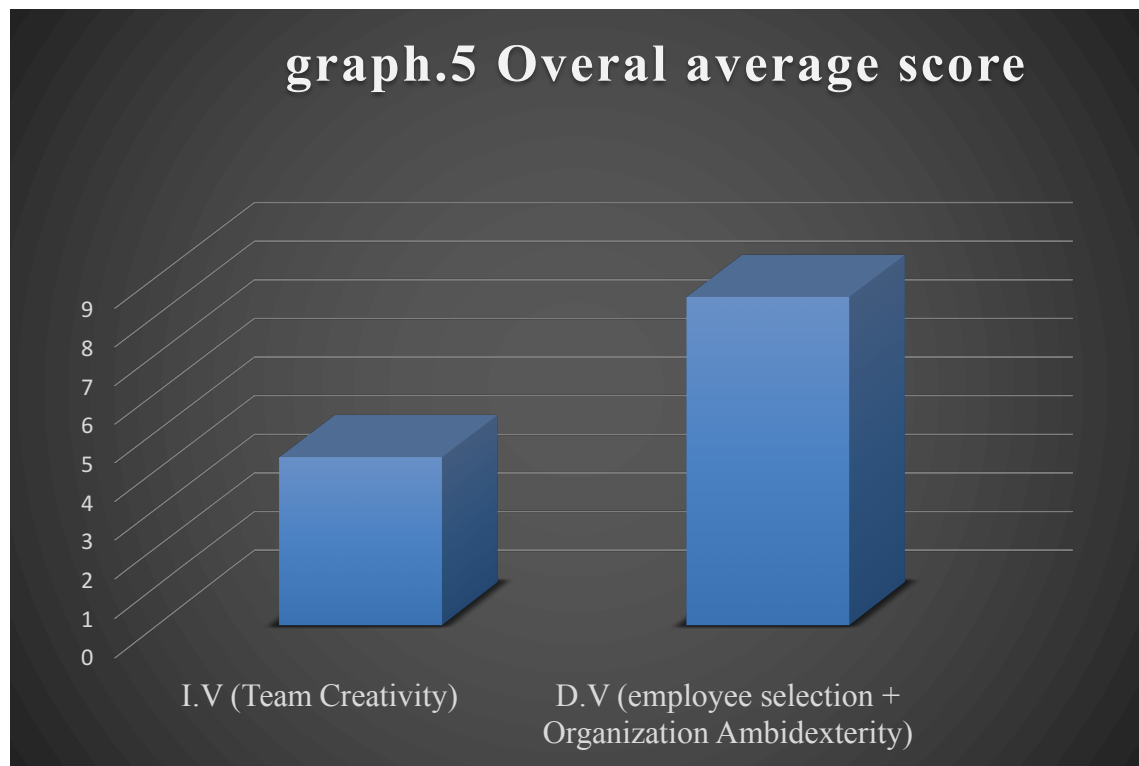
Our finding suggests that; an increase of 1 unit in organizations' "team creativity" can be associated with an increase of 2 units in "organization ambidexterity and mediating role of Employee selection" comparing to "organization ambidexterity without mediating role of Employee selection", keeping all other variables constant.
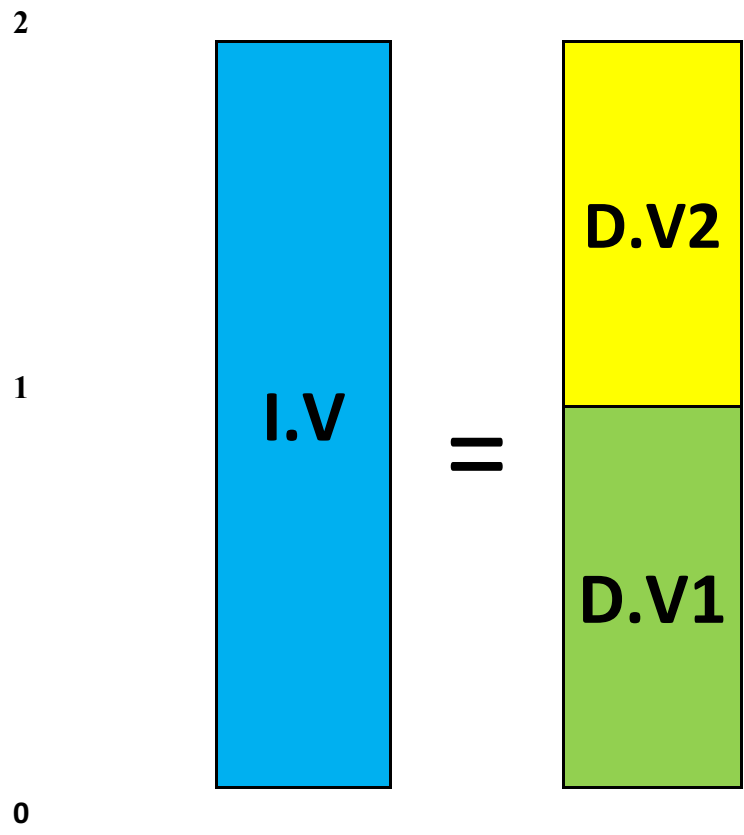
Conclusion and recommendation:

The research has been conducted in order describe the impacts of team creativity on organizational ambidexterity and mediating role of employees' selection, the study began with reviewing the current literatures related to the topic. And we found that there is a gap in this area of knowledge and lack of any information particularly in republic of Azerbaijan, the aim of this study was to fill this gap out.

Research on workplace creativity has burgeoned over the past decades and increasingly represents a research domain in its own right. Adopting an organizational focus on the study of creativity entailed an increasing consideration of contextual influences. The gradual extension of antecedents from dispositional or stable actor characteristics, to more transient motivational, affective, or cognitive states separately or in conjunction with their contextual antecedents, to ultimately, the interactive effect of different actor and contextual factors illustrates this development. This body of research evidence provides additional managerial implications. For example, it suggests that relying on selection to promote creativity is unlikely to achieve intended results. This is because our review of work on creative actors in unsupportive contexts suggests that even when organizations have selected and hired employees who have the natural inclination to be creative, if the organizational context is unsupportive the employees' creative potential will not be realized. Conversely, our review of work on noncreative actors in supportive contexts suggests that when managers create an environment that supports creativity, even employees who lack the natural inclination to be creative may become creative. As another example, our review suggests that leadership plays a key role in forming a supportive context for creativity. Hence, organizations should train their managers to exhibit the type of leadership or supervisory behaviors that nurture instead of inhibit employee creativity.

Studying the manifold ways in which actors and contexts jointly impact the creativity of employees and work groups remains a challenge for future organizational research. Ensuring that these results ultimately form part of a larger understanding of what drives creativity at work, which may form the basis for actionable advice for practitioners, ultimately will require a more systematic understanding of the different ways in which actors and contexts interact. The present review provides only one more step in this direction. To stimulate future theorizing and research in this regard, we provide a list of recommendations below.

We hypothesized that; there is a positive correlation between "Team creativity" and "organizational ambidexterity and mediating role of employees' selection" so eventually, the analysis of the data supported our hypothesis.

The finding suggests that; an increase of one unit in organizations' "team creativity" can be associated with an increase of two units in "organization ambidexterity and mediating role of Employee selection" comparing to "organization ambidexterity without mediating role of Employee selection", keeping all other variables constant.

It can be recommended that; the organizations should pay more attention on the employee recruitment and selection in order to select the right person for the right job through this they can build strong creative team and they can achieve organizational goals efficiently and effectively.

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Appendix:

Dear Participant;

This survey aims to determine the impact of team creativity on organizational ambidexterity and mediating role of employee selection. Your answer will be used for scientific purposes in general evaluations and will be kept strictly confidential. Thank you for your contribution by sharing your opinions and thoughts. Sincerely

Maryam Adli (maryam.moqadas@yahoo.com)

Gender?	❏ Male	❏ Female		**Marital status?**	❏ Married	❏ single	
Age?	❏ Below 18	❏ 18-24	❏ 25-34	❏ 35-49	❏ 50-65	❏ 65 +	
Educational Level?	❏ Primary School ❏ College	❏ Secondary School ❏ Bachelor	❏ High School ❏ Masters	❏ Technical Education ❏ PhD (Doctorate)			
How many years have you been working at this company?	❏ Less than 1 year	❏ 1 − 3	❏ 4 − 6 ❏ 7 − 9 ❏ 10 − 15	❏ 16 − 20	❏ 20 +		
Your total work life?	❏ Less than 1 year	❏ 1 − 3	❏ 4 − 6 ❏ 7 − 9 ❏ 10 − 15	❏ 16 − 20	❏ 20 +		
Working Department?	❏ Production	❏ Marketing	❏ Accounting ❏ Human Resources	❏ Others: ……			
Your status at work place?	❏ Company Owner / Partner ❏ Chief / Foreman / Supervisor ❏ Worker/Employee/Staff/Clerk		❏ General Manager / Assistant General Manager ❏ Department Manager / Assistant Department Manager ❏ Others (please specify): ……………………………				
Operation life time of the firm?	❏ Less than 1 year	❏ 1 − 3	❏ 4 − 6 ❏ 7 − 9 ❏ 10 − 15	❏ 16 − 20	❏ 20 +		
Total number of employees in your company (including branches)?	❏ Less than 10 ❏ 250-499	❏ 10-49 ❏ 500 − 999	❏ 50-99 ❏ 1000 − 1999	❏ 100-249 ❏ 2000 +			
The legal status of your business?	❏ Collective Company ❏ Non-profit organisation (NGO) ❏ State agency	❏ Company Limited ❏ Limited Company ❏ Others (please specify): ……………………………	❏ Incorporated company ❏ Cooperative				
The sector in which the business operates?	❏ Packaging-Plastic ❏ Machinery Manufacturing ❏ Forest Products- Furniture ❏ Automotive …………………………..	❏ Education ❏ Tourism Hotel ❏ Chemical, colour ❏ IT	❏ Finance ❏ Food ❏ Health ❏ Others (please specify):	❏ Printing press ❏ Textile ❏ Construction			

To what extent do you agree in below statements related to employee **selection and assessment**? Please tick the appropriate box.

① Strongly disagree ② Disagree ③ Neither Agree nor Disagree ④ Agree ⑤ Strongly Agree

Tests,

	①	②	③	④	⑤
1. … provide objectivity.	①	②	③	④	⑤
2. … enable candidates to be evaluated on equal terms.	①	②	③	④	⑤
3. … increase the efficiency of the staff selection process.	①	②	③	④	⑤
4. … professionalize the candidate evaluation process.	①	②	③	④	⑤
5. … give accurate results.	①	②	③	④	⑤
6. … allow the selection of the right personnel.	①	②	③	④	⑤
7. … reduce staff turnover.	①	②	③	④	⑤
8. … reduce future negativities like work absences, sick leave, stress etc.	①	②	③	④	⑤
9. … help to find out employees who will work longer once hired.	①	②	③	④	⑤
10. … provide career plans appropriate to the personality characteristics of the employees.	①	②	③	④	⑤
11. … decrease the number of people interviewed.	①	②	③	④	⑤
12. … help to select more good employees	①	②	③	④	⑤
13. … based selected employees have a higher performance.	①	②	③	④	⑤
14. … are an appropriate tool to predict the success of the candidates.	①	②	③	④	⑤

Interview / in the interview,

	①	②	③	④	⑤
15. … the appearance of the candidate is effective in the selection of the candidate.	①	②	③	④	⑤
16. … the manner of the candidate's speech is effective in the selection of the candidate.	①	②	③	④	⑤
17. … allows the selection of the right personnel.	①	②	③	④	⑤
18. … is not needed in recruitment.	①	②	③	④	⑤

CV and References

	①	②	③	④	⑤
19. Complete and carefully written resume is effective in the employee selection.	①	②	③	④	⑤
20. Complete and carefully filled job application form is effective in the employee selection.	①	②	③	④	⑤
21. The references of the candidate are effective in the employee selection.	①	②	③	④	⑤
22. References to the candidate affect the outcome of the employee selection.	①	②	③	④	⑤
23. Reference examination determine selecting the right staff.	①	②	③	④	⑤
24. Reference examination is required for recruitment of a personnel.	①	②	③	④	⑤
25. The candidate selected according to the reference examination is suitable for the job.	①	②	③	④	⑤

Health assessment

	①	②	③	④	⑤
26. … is important in the recruitment of the personnel.	①	②	③	④	⑤
27. … is necessary to assess candidate properly	①	②	③	④	⑤
28. … is effective in the employee selection.	①	②	③	④	⑤

As a result of staff selection and evaluation,

	①	②	③	④	⑤
29. … recruited personnel are satisfied with the work they are placed in.	①	②	③	④	⑤

To what extent do you <u>agree</u> in below statements related to employee **selection and assessment**? Please tick the appropriate box.

① Strongly disagree   ② Disagree   ③ Neither Agree nor Disagree   ④ Agree   ⑤ Strongly Agree

	①	②	③	④	⑤
30. … the right personnel are placed in the right job.	①	②	③	④	⑤
31. … the selected candidate does not consider leaving job.	①	②	③	④	⑤

To what extent do you agree in below statements related to **team creativity**? Please tick the appropriate box

① Strongly disagree   ② Disagree   ③ Neither Agree nor Disagree   ④ Agree   ⑤ Strongly Agree

	①	②	③	④	⑤
1. Our team is highly imaginative in thinking about new and better ways to perform our task.	①	②	③	④	⑤
2. When a non-routine matter comes up in our team we often invent new ways to handle the situation.	①	②	③	④	⑤
3. Our team frequently experiments with alternative ways to carry out our work.	①	②	③	④	⑤
4. Our team output demonstrates that the team is capable of using available resources creatively.	①	②	③	④	⑤
5. Since employees are encouraged to take risks, there are always new opportunities opened for the organization	①	②	③	④	⑤
6. Top management supports our team's unique ideas.	①	②	③	④	⑤
7. Team members ask open-ended or "what-if" questions to look at the problem from different perspectives.	①	②	③	④	⑤
8. Our team is encouraged to be creative as we pursue solutions to problems.	①	②	③	④	⑤
9. Our team avoids criticizing others for proposing "different" or" far-out" ideas.	①	②	③	④	⑤
10. Team members encourage each other for innovative and creative ideas.	①	②	③	④	⑤
11. Team members are ready to take risks.	①	②	③	④	⑤
12. Team members are open to the contributions of others.	①	②	③	④	⑤
13. People are encouraged to take more personal responsibility in this organization.	①	②	③	④	⑤
14. I am encouraged because of my entrepreneurship and decisions.	①	②	③	④	⑤
15. Teams are encouraged to initiate projects that are important in the organization.	①	②	③	④	⑤
16. My job requires that I keep on learning new things.	①	②	③	④	⑤
17. I am asked for my ideas.	①	②	③	④	⑤
18. In our team, cost-reducing ideas are given consideration.	①	②	③	④	⑤
19. In our team, cost-reducing ideas are acted upon.	①	②	③	④	⑤
20. Management rewards team members for the innovations and risk situations.	①	②	③	④	⑤

To what extent do you agree in below statements related to **Organizational ambidexterity**? Please tick the appropriate box

① Strongly disagree   ② Disagree   ③ Neither Agree nor Disagree   ④ Agree   ⑤ Strongly Agree

	①	②	③	④	⑤
1. Management in our organization devotes considerable effort to developing subordinates.	①	②	③	④	⑤
2. Our organization sets challenging/aggressive goals.	①	②	③	④	⑤
3. Our organization encourages employees to think out of box and be creative.	①	②	③	④	⑤
4. Our organization is flexible in developing innovative products or services.	①	②	③	④	⑤
5. Our organization uses performance measures to reach business goals.	①	②	③	④	⑤
6. In our organization, decision making goes down to the lowest level in the enterprise.	①	②	③	④	⑤
7. In our organization, information is accessible when needed to make right decisions.	①	②	③	④	⑤
8. Best practices in our organization are quickly modelled and widespread.	①	②	③	④	⑤
9. In our organization, failure is treated as a learning opportunity.	①	②	③	④	⑤
10. In our organization, employees are encouraged to take risks.	①	②	③	④	⑤
11. In our organization, employees are accountable for their performance.	①	②	③	④	⑤

Thank you …