

The relationship between Ambidextrous Leadership Behaviors and strategic supremacy

Research analysis in the Ministry of Construction, Housing, Municipalities and Public Works

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ABSTRACT

The main objective of the research is to verify the relationship and influence between the ambidextrous leadership behaviors and the strategic supremacy in the Iraqi Ministry of Construction, Housing, Municipalities and Public Works, and to identify the reality of the behaviors and processes of the ambidextrous leadership prevailing among the administrative leaderships in the ministry in order to develop appropriate mechanisms and procedures that work to create a culture of ambidextrous leadership style Which enhances belonging and exclusivity among all employees and encourages creativity and innovation and directs them towards achieving strategic supremacy. Data were collected from an intentional sample of the administrative leaders working in the researched ministry and consisted of (89) respondents, and for the purpose of data analysis, and the statistical programs (SPSS, AMOS) were added by adopting statistical methods. The results showed the correctness of the correlation and influence relationships at the level of major variables and sub-dimensions, indicating the essential role of ambidextrous leadership to achieve the strategic supremacy in the Ministry of Construction, Housing, Municipalities and Public Works.

KEYWORDS: Ambidextrous Leadership, strategic supremacy

INTRODUCTION

The pace of developments and changes, especially the technological in the contemporary business environment, has become fast and large for some organizations that did not leave time to acquire the capabilities and skills that would enable them to adapt to the sweeping wave of all that was prevalent and desirable among customers, in addition to their limited ability to predict their desires in the future, from What is necessary for organizations operating in such intense environments in a competitive manner is to move away from the ordinary and not accept the satisfactory results that have been achieved, and to search for the best that achieves their distinction by adopting proactive behaviors, which guarantee them not only staying in their environment but also achieving supremacy over competitors and ability on sustainability, especially in the field of construction and housing, which is based on providing services to various fields, through which it must be distinguished by innovation, diversification and renewal to ensure the loyalty of its customers and give them confidence for indefinite periods of time, and these behaviors include positive harmony between the characteristics that it enjoys as a smart organization that strives to achieve Success and excel under the increasing challenges, so organizations need to focus on well-organized management is required The current work processes as well as the potential opportunities and challenges that occur in the future at the same time, and the organization must be able to get used to the market environment and adopt a strategy consisting of distributing power so that it is able to compete as well as perform with other organizations around the world, under these circumstances. It was natural for organizations to search for a way to deal with the environment and control the new situation that imposed itself as a continuous, inevitable and increasing existential threat, so the relevant authorities in the affairs of the strategic management responsible for researching such matters moved, and in order for the organizations to be able to compete, they must adopt The dexterity, that is,

exploitation and exploration for the sake of long-term survival, as well as enhancing the role of Ambidextrous leadership that depends on a willingness to study the environment, searching for opportunities that others overlook, acquiring new knowledge and the possibility of applying it in its new services, to exploit the unaware opportunities of its competitors to enhance its readiness at the level Entrepreneur, so you can race against time and achieve strategic supremacy .

LITERATURE REVIEW

1. Ambidextrous Leadership Behaviors

The Ambidextrous Leadership Model was developed by (Vera & Crossan 2004) who claimed that there is a need for a shared leadership style as at certain times, organizational learning flourishes under reciprocal leadership and at other times it is more utilized under Transformational Leadership (Vera & Crossan, 2004: 204). This leadership vision responds to the pressures faced by organizations that must simultaneously explore and exploit them in order to deal with the various conditions resulting from the speed and complexity of today's competitive environment, for this reason strategic leaders need to be accomplished leaders (Tushman & O'Reilly, 1997:11). Research has shown that dexterity and leadership are among the functions of individual and institutional influences. Therefore, skilled leadership is the core of the organization, as leaders have the ability to pursue exploratory and exploitation activities together (Kassotaki, 2017:77). The Ambidextrous Leadership is the disparate use of the behavior of the leader directed towards the workers embodied by the closed behavior represented by supervisory activities and the open behavior represented by the training activities (Veldboer,2018:19). A leader's ability to generate the emotional balance of continuity and change, thereby reducing employees' fear of uncertainty and enhancing their motivation to engage in innovative and risky actions (Tuan ,et.al, 2019: 3). It is the leader's ability to support the exploratory and exploitative behaviors of subordinates by reducing or increasing differences and switching flexibly between multiple behaviors (Nasser,et.al,2020:165). A leader's ability to manage conflicts by understanding employees' perceptions and expectations while dealing with the contradictions of exploration and exploitation (Wu, et.al,2020:3). (Mueller,et.al., 2018:7) believes ambidextrous leadership importance that avoiding the mistakes of the past, also the main challenge to overcome the requirements of the highly competitive environment in which the increasingly globalized companies do their work today. According (Andriopoulos & Lewis,2009:702) ambidextrous leaders are able to increase enthusiasm and passion, foster creativity among employees, and at the same time ensure that discipline still exists. ambidextrous leaders have the ability to create visionary scenarios, which are used to support followers and participants, and thus their commitment to the vision to explore and exploit valuable and strategic opportunities in the organization (Gupta et al., 2004: 242). The researcher believes that the importance of skilled leadership is evidenced by the influence of the leader on his followers and influenced by them, which leads to the adaptation of the behavior of the leader and subordinates and their actions, and it is known that the work of the skilled leadership leaves a great impact on the behavior and habits of the subordinates, as the work of the skilled leadership works to clarify the paths, plans and policies Followed by the management of the organization, and there is no doubt that the ambidextrous leadership is not just a personal relationship between two people, but extends its influence to the social systems in the organization.

Dimensions Ambidextrous Leadership Behaviors

There was near consensus by researchers and writers on the behaviors and dimensions of skilled leadership, so the current research relied on identifying the behaviors and dimensions of skilled leadership on the strategic thinking adopted by the author (Rosing, et.al, 2011: 967) and later adopted by researchers (Schindler, 2015: 29) and (Oluwafemi, et.al 2019: 4) in many of their writings in this field, and these dimensions are (open leadership behaviors and closed leadership behaviors) and will be clarified as follows:

- **Opening Leadership Behavior** : It is defined as a set of behaviors that includes encouraging subordinates to do things differently, trying different things, giving them an opportunity to think independently, and motivating their attempts to successfully interact with the current situation (Coleman, 2016: 37). Which could include encouraging independent thinking, searching for alternative methods or procedures, and providing support to workers with a view to challenging the status quo (Zacher and Rosing, 2015: 55). Table (1) illustrates the characteristics of open leadership behaviors:

Table 1: Opening Leadership Behavior

Creating an open atmosphere.
Emphasis on encouraging and generating new ideas and the need for experimentation.
Providing space for independent thinking and opinions.
Encouraging followers to challenge the status quo and how to accomplish tasks without making mistakes from the past and criticizing them.
Motivating employees to take risks, think outside the box and break the rules in order to search for safe solutions .
Supporting attempts to challenge current methods and stimulating the development of new approaches to deal with problems .
Create a culture of tolerance when mistakes occur and learn from them to show a high tolerance for failure.

Source : (Schindler, Anna. 2015:29)

The researcher believes that the leader's use of open leadership behaviors increases the variation in the behavior of the subordinates, and this includes encouraging followers to try new ways to carry out a set of tasks or new roles, giving them confidence to make mistakes and a space to think and act independently of the leader, and support the followers' attempts to challenge the status quo. And motivating them to take risks in their work and think outside the box.

- Closed Leadership Behavior** : Closed leadership behavior includes a set of behaviors, representing corrective actions, setting instructions, and monitoring the achievement of a goal and a leader follows this type of leadership behavior when the situation requires workers to ensure that the tasks of their job are carried out (Coleman, 2016: 39). This type of behavior focuses on achieving the work task efficiently and reducing variation in worker behavior, such as adhering to work procedures, ensuring that laws are followed, monitoring the achievement of goals, and taking corrective actions when necessary (Havermans et al., 2015: 40). emphasizes (2015: 74 Schindler) that open and closed leadership behaviors are related to each other in a way that is difficult to separate between them, for example, that achieving a specific goal is related to directing the leader towards the goal and perceiving the direction, and at the same time, there is a need to define and structure a clear goal and mission. It is to ensure that this goal is achieved, and it follows that both types of behavior are interrelated to form a distinct personal leadership style (AlKhawaldeh,2020:69).Table (2) shows the characteristics of closed leadership behaviors:

Table 2: Closed Leadership Behavior

Reliance on well-trained competencies and follow established routine procedures.
Emphasis on adherence to the rules.
Re-structure tasks, define specific business objectives, set guidelines, and give specific instructions on how to implement tasks.
Monitor and control the achievement of Goal.
Taking corrective actions.
Meet deadlines and stick to plans.
Accounting for errors and failures.
Continuous pursuit of accomplishing unified tasks.
Emphasis on strict hierarchies.

Source : (Tolulope B. Oluwafemi, 2019:4)

The researcher believes that the employee's innovative performance is high, when both open and closed behaviors are high, on the one hand, the combination of high open behaviors and low closed behaviors should not lead to a high performance of the followers, as leaders do not encourage employees to implement their creative ideas on the one hand. Other, the combination of low open behaviors and high introverted behaviors should not lead to high performance, because employees whose leaders have not motivated them to develop creative ideas in the first place will not benefit from the introverted behavior in terms of innovative performance.

2. strategic supremacy

The historical roots of the concept extend back to several centuries BC, as supremacy was a basic feature inherent in the great civilizations in extending their influence and maximizing their revenues 6000 years ago, such as the Sumerian, Babylonian and Pharaonic civilizations, which took supremacy as their goal in their continuity, The concept of strategic supremacy has passed through multiple historical circumstances that have occupied and aroused the interest of many administrators and economists, as it is a new social aspect and a thought that has a legal personality, and a broad authority that gives the ability to create competitive and cooperative relationships between different competitive fields (D'Aveni,1999:34). Although strategic supremacy appeared with the theses of (D'Aveni) in the late twentieth century, specifically in the year 1995, the contemporary roots of strategic supremacy go back to the seventies of the last century, when it was evident in the literature of 1939 (Schumpeter), through the concept of (creative destruction) or creative destruction, Which is based on the principle that old assumptions must be broken (Thomas, & D'Aveni, 2009: 388). The concept was stained for the first time in political and military terms before moving to organizations in a necessary and urgent metaphor imposed by the conditions of intense competition to control markets, especially with the environmental fluctuations that imposed ambiguities and uncertainty (Cox, et al. 2018: 2). Strategic supremacy is based on identifying, exploiting and protecting a distinctive strategic position in an attractive industry, and constantly searching for new strategic functions, as well as managing and achieving a balance between the transformation requirements for both positions at the same time and making a transition to the new strategic location, and repeating that again (Kotze,2003:106).

(D'Aveni,2001:32-35) believes that the unique nature of strategic supremacy is determined by three principles: (1) The Power of Perception: Perceptual power is exactly the same as drawing borders on a world map.(2) Capturing Hearts and Minds: Given the power of perception, strategic supremacy begins with the acquisition of hearts and minds in the basic markets, and organizations usually do this by providing greater quality and service to customers at lower prices.(3) Fashioning a Favorable World through Forms of Co-competition: Strategically sovereign organizations use different groups and types of procedures and competitive and cooperative relationships. The concept of strategic supremacy refers to the new power that the organization is trying to reach, and the organization is the primary controller and occupies the top of the business umbrella (Gillaspie,2008:3). Refers to strategic supremacy as the economic and technological strength capable of facing competitors through strategic integration and imposing itself as the sole player in the industry (Meyer,2012:2). The importance of strategic supremacy stems from that it provides a unified view of the strategies that the organization follows in dynamic environments. There has been a lack of attention to the differences between the strategies of the dominant competitors, who work to preserve the current environment, and the strategies of challenged competitors who are trying to change (Ansoff,et al.2019:421). The researcher believes that strategic supremacy is related to creating a common social reality among competitors within a competitive space, and signals and strategic maneuvering in the playing field can be used to influence the perceptions of competitors, direct their attention towards a specific market, or change their intentions away from other markets, this is how you negotiate Organizations around the boundaries of their spheres, when one or more great powers achieve strategic supremacy, the boundaries that are drawn become an accepted reality. Through numerous interactions with multiple competitors, the superior organization gains precedence for its "global vision" of competitive space.

Dimensions strategic supremacy

The current research in determining the dimensions of strategic supremacy is based on what Professor (D'Aveni,2001:197-199) has adopted and supported in that (Strikwerda,2005:8) in many of his books. Throughout (The sphere of influence, competitive pressure, and competitive formation), final dimensions are enumerated, which are illustrated below:

- **The sphere of Influence:** Most organizations are using areas of influence in multiple markets, which mainly express their product portfolio in those areas, which constitute a source of power and control for them, and thus are able to impose their supremacy on broad competitive areas, which may sometimes include areas of other competitors (McGrath,et.al.,1998:7).Influence refers to the ability of the organization to influence the decisions of other parties by acting or refraining from acting in certain ways (Wood, 2011: 115).the spheres of influence are the heart of the strategic supremacy and the geoproduct portfolio of the organization, as it revolves around the primary market on which the organization focuses, and in which it has established

valuable leadership (D'Aveni,2001:28). The topic of the sphere of influence reflects the ambition of organizations to expand and control continuously, and it may represent one of the hostile competitive concepts that provoke competitors and provoke them to conflict, as hegemony and sovereignty express itself through spheres or areas of influence (Volkmer,2007:63).

- **Competitive Compression:** The practical meaning of competitive Compression is the ability of the organization to tighten the screws on the sources of cash flows, and these sources flow to the organization from the market for geographic products, during price competition, or by preventing the organization's capabilities from expanding into new markets, making it difficult for competitors to attack the flows Cash in all areas of the market, and may be protected by statutory legislation (Strikwerda,2005:10). (Lee,2009:868) believes that organizations that are prepared in terms of financial and technological capacity can withstand the Compression of increasing competition, and have the competitiveness in financial and technological terms. In this regard, (D'Aveni,2001:68-71) identifies four types. Of competitive pressure and it usually appears in one or more of these four patterns, and these four patterns are:(1)Managed Containment :This pattern of competitive pressure depends on the periphery of the competition circle, and it is confined to a narrow part of the competitive space.(2)Gradual constriction: The second pattern of competitive Compression begins by surrounding the competitor's field and then gradually encroaching on its current location. This enclosure may mean either a physical geographical area or the enclosure of a specific product or market (Yumiko,1991:18).(3)Sequential Stripping: This pattern of competitive Compression is the sequential Stripping of the competitors field, region by region, in contrast to the gradual constriction strategy, which directly suffocates competitors' core markets.(4)Toppling Dominoes: This pattern of competitive pressure uses dropping the domino to move into the center of the opponent's sphere of influence, One domino at a time, the attacker takes a position, builds a fortress, and gathers the skills needed to enter another, more vital area, and consolidates his position to enter that most vital area.
- **Competitive Configuration:** It is the entrance to areas of influence to achieve strategic supremacy over other competing forces, the goal of superior competitive Configuration is how to develop a committed and enthusiastic team of workers, who cooperate with customers and maintain them, which makes it imperative for organizations to follow modern administrative techniques in the process of competitive Configuration In order not to lose its efficiency, volume and vital resources (Hsieh,et al,2006:261). Competitive Configuration is associated with the development of a competitive advantage and is often conceptualized as the ability of an organization to effectively integrate its resources and capabilities seeking to create competencies with added value that are difficult to replicate from other competitors (Barney,2001:644). It helps explain why some organizations have more access to resources than others and the ability to integrate these resources in an effective manner, which are the building blocks of competitive Configuration, and which affect business as indicated (Lafuente,et.al,2020: 204). the competitive formation begins with the translation of the organization's vision and the ways of thinking it adopts, which correspond to the elements of the competitive Configuration, which from his point of view appears to be more than a struggle over results, which is a single tool used by organizations in the larger process of creating a field. Strong and influencing the competitive Configuration, the vision determines how the organization desires to define the comprehensive competitive spaces, the number of great powers that it wants to compete in this field, and the relative position and strength of all these competitors (D'Aveni, 1994: 144).

3.The relationship between Ambidextrous Leadership Behaviors and strategic supremacy:

In a world of accelerating and changing environments, the key to successful leadership change will be first and foremost, if the change is a process of moving the organization in one of its current stages to the desired future stage and dealing with all the problems that may arise during the transition process, then the change is related to leadership and management (Gill,2002:309). An organization with strategic supremacy enjoys valuable leadership in its core and vital interests, These prominent organizations are the ones that determine the expectations of customers and competitors when it comes to quality, price, and performance In order for there to be superiority in your field, you must have enough valuable leadership to own your core and vital interests (D'Aveni,2001:59). Leadership prowess refers to the degree to which an organization is proactive, innovative and takes risks, adopting a strategic approach to experimenting with new ideas, products, services and markets, branching out from the current rules and practices (RohiUa,2011:3), as it is the main road and engine for strategic supremacy over other organizations (Buttar and Kocak,2011:353),adept leadership has

been positively associated with supporting innovation, which in turn has interacted with the organizational climate to promote strategic supremacy (Duc, et.al, 2020:4). The researcher believes that the organization with ambidextrous leadership is the one whose ideology has the greatest influence on the hearts and minds of others (strategic supremacy), an organization whose ideology is adopted by all other competitors and becomes a standard for them, and controls the standards or rules of behavior (competition rules) within Basic markets, and ambidextrous leadership behaviors vary depending on open behaviors or closed behaviors or taking flexible behavior between the two according to what the organization sees as leading it to strategic supremacy that distinguishes it from other organizations.

RESEARCH METHODOLOGY

The review of the literature on ambidextrous leadership and strategic supremacy resulted in the crystallization of a hypothetical outline for the research as in Figure (1), which was prepared in light of the research problem and its objectives. The main hypotheses were formulated as follows:

- 1- The first main hypothesis (H1): There is a significant correlation between ambidextrous leadership and strategic supremacy.
- 2- The second main hypothesis (H2): There is a significant effect of ambidextrous leadership and strategic supremacy

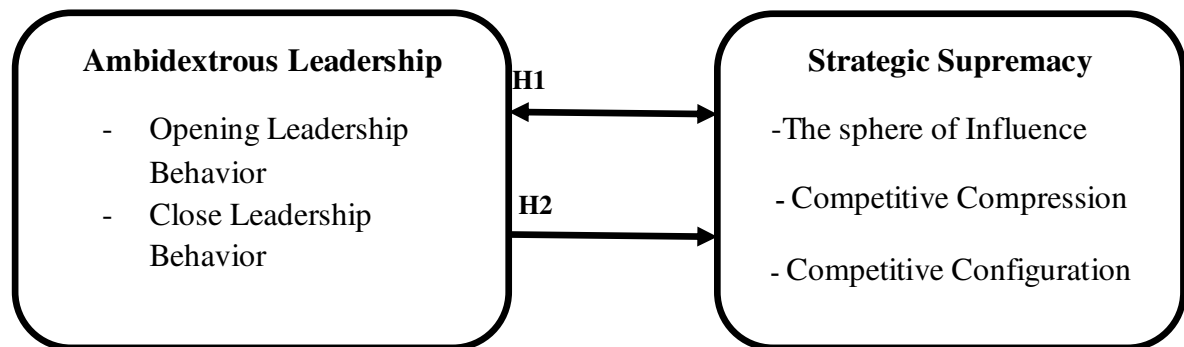


Fig. 1: Research Framework

Ambidextrous Leadership Scale

The independent variable, ambidextrous leadership, as it consists of (27) items divided into two dimensions, namely (opening leadership behavior and close leadership behavior based on (Schindler, (2015).

strategic supremacy Scale

the respondent variable, organizational leadership, as it consists of (15) items divided into (3) dimensions, namely (The sphere of Influence ,Competitive Compression, and Competitive Configuration) based on (D'Aveni, 2001). The questionnaire was designed according to the five-point Likert scale.

Research sample

The intentional sample was used, as the total human community reached (120) individuals who meet the required specifications for those who occupy the position of general director, assistant general manager, department director and , and are considered to be individuals who represent the administrative leaders in the Ministry of Construction, Housing, Municipalities and Public Works. (98) questionnaires were distributed, (89) questionnaires were not retrieved, . Thus, the research sample in its final form would be (89) individuals represented by (75%) of the total community.

DATA DISCUSSION AND ANALYSIS

The contribution of ambidextrous leadership dimensions with a high-level mean, has granted ambidextrous leadership availability with a high-level arithmetic mean (3.57), with a relative coefficient of difference (15.33%), and with a standard deviation (0.547) indicating agreement, harmony and convergence of opinions on the leadership's relative interest (71.4%). The good in the ability to employ open and closed behaviors in a way that enhances the role of the exploratory and investment activities of the centrally funded departments of the Ministry of Construction and Housing and in a way that leads them to achieve their desired goals. The dimension obtained in total on the calculated (T) value (19.051) to indicate the significance of availability and practice and its weighting in terms of availability over the mean The hypothesis of the research, as shown by the results of Table (3).

**Table 3 : The results of the descriptive analysis of the data of the independent variable
Ambidextrous Leadership**

Variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	T test	ranking
opening leadership behavior	3.51	0.653	18.60	70.2	7.810	first
close leadership behavior	3.62	0.774	21.39	72.3	7.971	second
ambidextrous leadership	3.57	0.547	15.33	71.4	19.051	

DISCUSS RESULTS

To test the hypothesis (H1)

The researcher employed the correlation coefficient (Pearson) to test the correlation between the dimensions of the independent variable, ambidextrous leadership, and its non-interference and its distance from linear pluralism. The researcher has positive direct correlation relations, for the two dimensions of ambidextrous leadership researched ranged between (0.172) at the level of significance (0.108), which indicates that there is no overlap between the variables and their dimensions, as the correlation coefficient did not reach (0.90), which confirms the relationship away from the complete overlap Among the variables, it is called (multicollinearity), that is, the correlation matrix does not involve the problem of high exaggerated correlation between the variables. table (4) :

Table (4) Correlation coefficients between ambidextrous leadership dimensions

		opening leadership behavior	close leadership behavior
opening leadership behavior	Pearson Correlation	1	0.172
	Sig. (2-tailed)		0.108
	N	89	89
close leadership behavior	Pearson Correlation	0.172	1
	Sig. (2-tailed)	0.108	
	N	89	89
	Sig. (2-tailed)	0.033	0.000
	N	89	89

To test the hypothesis (H2)

The tested model of ambidextrous leadership, embodied in its dimensions (open leadership behaviors, closed leadership behaviors), explained (68.3%) of the changes that occur in strategic superiority, as the value of the corrected interpretation coefficient was ($AR^2 = 0.683$), while the remaining percentage of the model was attributed (31.7). %) for other variables that were not included in the tested research model, while the value of the interpretation coefficient was ($R^2 = 0.690$), while the calculated (F) value was (95.807) for the model at the significance level (0.000), which is greater than its tabular value at the significance level (0.05).) From all of the above, the alternative hypothesis is accepted (the ambidextrous leadership and its dimensions together have a significant effect on strategic superiority) and the null hypothesis is rejected, as there was an effect of the dimension of open-minded leadership behaviors (0.840) at the significance level (0.000) and the calculated T value (10.244), and the effect of Reverse for closed driving behaviors (-0.215) at the significance level (0.001), and the calculated (T) value (3.116) in (strategic supremacy), and the constant value was (0.015), that is, when the value of the marginal slope is zero, or the value of ambidextrous leadership with its dimensions Taken together is zero, the strategic advantage value G in some departments of the Ministry of Construction and Housing and Public Municipalities is equal to the value of the constant, as shown by the results of Table (5), according to the following prediction equation:

$$\text{Strategic supremacy (Y)} = (0.015) + (0.840) * (\text{Opening Leadership Behavior}) - 0.15 * (\text{Opening Leadership Behavior})$$

Table (5) The combined effect of ambidextrous leadership dimensions on strategic excellence (n = 89)

Variables	Strategic Supremacy							
	α	β	R^2	AR^2	Sig	T β	F	Sig.
opening leadership behavior	0.015	0.840	0.690	0.683	0.000	10.244	95.807	0.000
close leadership behavior		-0.215				-3.116		0.001

CONCLUSIONS

It was found that the workforce of the leaders of the departments of the Ministry of Construction, Housing, Municipalities and Public Works is homogeneous of gender under a productive age, based in its performance on the knowledge, skill and experience derived from the career path and academic qualification. The leaders of the surveyed departments also showed that they resort to open leadership behaviors when trying to enhance the level of skillful leadership by allowing them to put forward their own ideas, as well as encouraging them to complete tasks on their own in a way that does not meet ambition. It was also proven that the leaders of the surveyed departments adopted closed leadership behaviors in improving the level of skillful leadership, especially as they work to monitor the implementation of the work and special objectives of the department efficiently and productively, as well as their tendency to take appropriate corrective measures in the event of any error. In addition to the proven interest of the surveyed circles in strategic excellence, they supported it with skillful leadership behaviors, in particular open leadership behaviors, as well as improving circles of influence, psychological formation and competitive pressure, while closed leadership behaviors were adopted to slow its strategic superiority.

RECOMMENDATIONS

The need to increase and expand the interest of the Ministry of Construction and Housing in both skillful leadership and its dimensions (open leadership behaviors and closed leadership behaviors), strategic superiority and its dimensions (The sphere of Influence ,Competitive Compression and Competitive Configuration) through educating administrative leaders And employees of the importance of these variables and the nature of the actual reality of these variables and discuss the obstacles that limit the ability of the Ministry to apply them.

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