

**The role of Entrepreneurial leadership in achieving organizational  
Ambidexterity  
Analytical study of the leaderships in the Diwan of Dhi Qar Governorate**

**The researchers**

**Prof.Dr. Fadheela Salman Dawood Miss: Ruaa Qassam Sadoun**

dr.fadhiela.salman@coadec.uobaghdad.edu.iq

University of Baghdad - College of Administration and Economics - Department of Business  
Administration

Received: 14 April 2020 Revised and Accepted: 8 August 2020

**Abstract:**

This study aims to diagnose the reality of entrepreneurial leadership and organizational Ambidexterity in addition to highlighting the impact of entrepreneurial leadership with its dimensions of organizational Ambidexterity, as well as diagnosing the mechanism and identifying the capabilities and capabilities of the organization (study community) regarding entrepreneurial leadership and organizational Ambidexterity and their availability in actual reality through a tool The questionnaire that adopted the research, but the problem is the knowledge of the availability of leadership and Ambidexterity characteristics in the Court of Dhi Qar Governorate, so the research focused on knowing the main aspects through which access to leadership and Ambidexterity to reach a superior and continuous performance and the development of public sector organizations and raising awareness to advance their reality And improving the quality of its output.

Data were also collected by means of the questionnaire, which was distributed to the research sample, (52), between two general managers and section managers, and was supported by quantitative data and personal interviews. The research relied on the SPSS V.19 program in applying descriptive statistics and analysis methods in hypothesis testing (Arithmetic mean, standard deviation, coefficient of variation, correlation coefficient).

The study reached a number of results , the validity of most of its hypotheses, the most important of which was that there is a positive and moral impact relationship for entrepreneurial leadership of Ambidexterity performance.

**Key words: Entrepreneurial, leadership, Ambidexterity, performance, exploration, Exploitative.**

**Introduction:**

In light of the continuous environmental changes that have generated internal and global pressures, entrepreneurial leadership is an important topic that many foreign and Arab studies have addressed, both at the individual level or at the institutional level, as a result of internal and global pressures facing these organizations. One of the most important challenges facing leadership is the weakness of the availability of specialized human cadres necessary to achieve the desired organizational goals, which made all organizations work hard to develop and reach advanced degrees of excellence in order to ensure survival or continuity and avoid the obsession of disappearing. Many organizations resorted to delving into the behavior of entrepreneurial leadership in order to face challenges and achieving goals, and in order to reach that goal, organizations are in urgent need to harness all their energies in order to enhance entrepreneurial leadership among their employees, as one of the most essential keys to the success of their work to reach organizational prowess. Ideally, to achieve the goals of the organization through developing leadership benefits for subordinates, retaining talent, and excluding Human resources are best managed, and training has become more important than ever. Organizations that do not develop their human resources will find that they are unable to keep pace with development and service provision, so it has become incumbent on today's leaders to develop future leaders to help organizations meet the challenges to reach skilled leaders.

**The first topic: Study methodology**

**First: the study problem**

What is going on in the external environment requires a pioneering decision by the administrative leaders in business organizations, especially government organizations, as the clear vision of the future of the organizations depends on the skill and experiences of the leaders in those organizations, for the purpose of achieving organizational Ambidexterity and this does not come from a vacuum but rather the leaders should have Motivation of high achievement and self-efficacy is driven by the growth of achieving the goal, therefore Dhi Qar Governorate Office, pursuant to its strategic plan, seeks to create self-leaders who are alternatives to the current leadership. So, the study problem can be formulated with the following:

Is there a entrepreneurial leadership role in achieving organizational Ambidexterity?

**Second: The importance of research**

The importance of research appears through the following points:

- 1-Benefiting from the role of entrepreneurial leadership to reach organizational prowess, develop public sector organizations, and raise awareness to advance their reality and improve the quality of their output.
- 2-The study addresses realistic problems that require finding specific solutions for the researched organization.
- 3-Directing the senior leadership in the Court of Dhi Qar Governorate to take into consideration the dimensions of leadership and organizational Ambidexterity.

**Third: The objectives of the study**

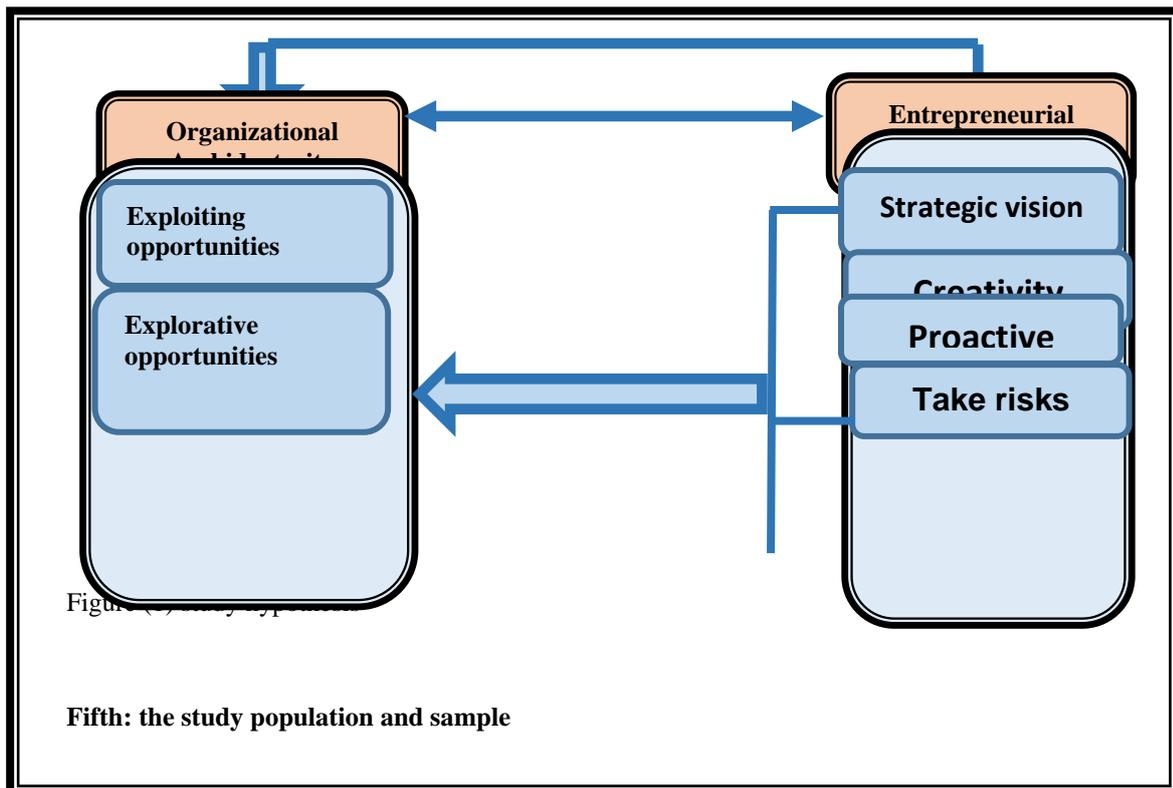
Thus, the research objectives can be summarized as follows:

- 1- Diagnosing the reality of the leadership and organizational Ambidexterity of the organization (study community).
- 2-Knowing the capabilities and capabilities of the organization (the study community) regarding entrepreneurial leadership and organizational Ambidexterity and their availability in real life.
- 3-Knowing the impact of leadership on organizational Ambidexterity
- 4-Knowing which dimensions of the main variables are more relevant and influential

**Fourth: The hypothetical scheme of the study**

Through the hypothetical scheme below it is clear, as follows:

- 1-There is a statistically significant correlation between entrepreneurial leadership and organizational Ambidexterity.
- 2-Entrepreneurial leadership has an influence on organizational Ambidexterity



**Fifth: the study population and sample**

The Court of Dhi Qar Governorate is one of the departments not associated with a ministry, which consists of a number of departments, public libraries, and cultural centers distributed in administrative units, and there are (22) departments and (20) districts and districts, and as indicated in the table (3) the study population reached (60) A sample consisting of (52) persons was chosen, distributed between the governorate departments and their administrative units, who were working in administrative, technical and engineering specializations. The sample members were composed of (general manager, assistant general manager, heads of departments).

**Sixthly :Study limits**

**- Spatial boundaries: Dewan Qar Governorate Bureau**

Human Boundaries: The members of the sample are composed of (general manager, assistant general manager, department heads).

**The second topic: the theoretical side**

**First: the concept of entrepreneurial leadership**

The term "entrepreneurship" is often used synonymously with an "entrepreneur" although it is two sides of the same coin, in theory, it is different. The entrepreneur is essentially the entrepreneur and the job he performs is a leadership (Garg, 2016: 10).

The meaning of entrepreneurship has gone beyond something more than the ability to start a new business. Many individuals and institutions see it as a life skill that helps people deal with an unknown future by providing them with methods of thinking and acting, identifying opportunities, dealing with problems in a specific way, adapting to new circumstances, and controlling personal goals and aspirations (Neck et al., 2018: 80).

Leadership is understood as “the process, caused by individuals, to identify new opportunities and transform them into marketable products or services” (Röschke, 2018:4).

Entrepreneurship is a concept that is the driving force behind economic growth, economic development, employment, and social welfare in recent years. Previous studies on entrepreneurship indicate that it is the fourth factor in economics, after factors of work, nature, and capital. Leadership is one of the most important factors of production. It includes the goods or services that create actions by combining factors of production, employment, capital, and natural resources (Esmer & Faruk, 2017: 114). Table 1 shows some definitions of entrepreneurial leadership.

<b>Table (1) Definitions of Entrepreneurial Leadership</b>		
<b>the definition</b>	<b>Source</b>	<b>ت</b>
The method involves a new paradigm of thought and action, which begins with a perception that is fundamentally different from Business applies different logic to decision making.	Greenberg et al., 2011:10	1
A distinguished type of leadership required in highly challenging and uncertain environments, which develops an entrepreneurial vision and mobilizes a pool of qualified and competitive people to activate the vision.	Bagheri et al.,2013:694	2
The process of creating an entrepreneurial vision and team inspiration for vision age in accelerated and uncertain environments.	Pisapia & Feit,2015:527	3

Influencing and directing employee performance towards achieving organizational goals that involve recognition and exploitation of entrepreneurial opportunities.	Esmer& Faruk,2017:115	4
The leadership style in which the leader influences and directs the performance of group members towards achieving organizational goals that involve identifying and exploiting entrepreneurial opportunities.	Newman et al.,2018:3	5

**Second: the dimensions of entrepreneurial leadership**

**1-Strategic vision**

That vision is the main factor driving all leaders. Its purpose is to inspire followers toward goal-driven behavior, and from there, the leader takes a variety of actions aimed at implementing the vision (which provides a component to form a sense of subordination. The vision is how to accomplish “things.” One of the goals of the vision is to create an obligation. They enlighten the vision by discovering and exploiting value creation. Also, the vision helps human capital to develop entrepreneurial capabilities such as creativity. Thus, for the successful implementation of entrepreneurial leadership, it all begins with a vision to create commitment and develop entrepreneurial capabilities to ultimately stimulate entrepreneurial activities (Zijlstra, 2014: 27).

A good strategic vision expresses the following (Gupta et al, 2008: 41)

- A- Advanced, broad, and comprehensive thinking.
- B - aspirations for future purposes and not means.
- C- A mental image of a future condition.
- W- A shared dream of the whole organization

**2-Creativity**

It means the ability and tendency to think creatively, develop a vision and beneficial ideas in knowing opportunities, exploiting resources, and solving problems, as it is a distinctive feature that distinguishes entrepreneurs from those who wish to be self-employed only.

(Harrison & Samson, 2002: 50) has identified key organizational features for organizations that:

- A- Adopting entrepreneurial strategies, which are: risk-taking, proactive, and administrative commitment.
- B- To have a flexible organization along with strategic flexibility in adopting cooperative behavior.
- C- Openness and cooperation across the regulatory environment, and spreading the values of trust and respect among employees and rewarding achievement.

**3-Proactive**

It means activities capable of influencing future leadership rather than waiting for them to be affected by it. It also means exploiting opportunities and accepting responsibility for failure and that the leader is able to anticipate future problems and the need for change, improvement, and response to environmental opportunities.

Pre-emption is an activity to create and lead the future rather than waiting to be affected. It is the hallmark of entrepreneurial leaders that enables them to manage their own businesses and envision a successful future for them. It enables project leaders to anticipate future problems, identify opportunities, and identify needs for change and

improvement. In addition to the proactive effects on the success and growth of new businessmen, it affects their creativity and perseverance to achieve the vision, desire, and intent to start entrepreneurial activities. Entrepreneurial leadership is a proactive response to environmental opportunities (Bagheri & Pihie, 2011: 449).

(Caruan & Albert, 2000: 16) argues that pre-eminence means the ability to take greater risk than environmental conditions around organizations, and it has three main elements:

- A- Deciding whether to prosecute or not to pursue competitors with creativity.
- B- The comparison between the real attempts at growth, creativity, and development.
- C- Cooperate with competitors to contain them.

**4-Take the risk**

It means a willingness to absorb uncertainty and shoulder the burden of responsibility in the future. Hedging and calculated risk are some of the common characteristics of entrepreneur leaders, especially in the early stages of the leadership process.

Risk can be defined as the desire to absorb uncertainty and shoulder the burden of responsibility for the future (Chen, et al, 2004:5). It is one of the four main dimensions of leadership through which managers are willing to make significant and risky commitments in an uncertain environment, and high-performance organizations are expected to have a higher level of risk-tilt (Zainol et al., 2018: 112).

Entrepreneur leaders are often characterized by their tendency and ability to take risks. Therefore, the leader's competence is in being able to accept risk. According to many authors, the risk process characterizes the entrepreneurial process, entrepreneurs also have a higher risk inclination than managers and that risk aversion is a vital component of entrepreneurship (Zijlstra, 2014: 26).

Raising risk, creativity, proactive, and vision are the key dimensions of entrepreneurial leadership. Risk is a distinctive feature of managers and creativity, which represents the unique ability to search for new opportunities. Proactive is a quality for improving creativity and innovation because most project activities lead to innovation. Vision is a key component of "How Things Get Done" (Zijlstra, 2014: 28).

**Third: the concept of organizational Ambidexterity**

Organizational **Ambidexterity** is an important issue in the field of strategic management and management sciences. Successful organizations need to be ingenious, with a focus on simultaneous follow-up, exceptional innovation, and exploitation at the same time. Achieving organizational ingenuity can be difficult as innovation and improvement compete for limited organizational resources (Baškarada & Cromarty, 2016: 779), and thus currently constitutes an essential entry point for many administrative disciplines, and the previous literature increasingly shows that successful companies are the consummate organizations for their ability to generate competitive advantages through radical change and development and the simultaneous pursuit of exploration and investment creativity (Zhang & Duan, 2013:4).

Dexterity (Ambidexterity) is a Latin word that dates back to the Middle Ages and means "two right hands", and it can take several meanings to humans' ability to use both hands with equal skills. Organizational researchers used the term organizations with equal skills in both "exploitation" as well as "exploration". Thus, Ambidexterity consists of two structures: "exploitation" which the researchers referred to as "learning by experience"; And "exploration" which the researchers referred to as "learning by doing". (Kumar, A., 2019: 3) Several researchers have listed a number of concepts of organizational ingenuity in Table (2)

Table (2) definitions of organizational Ambidexterity		
the definition	the researcher and the	ت

	year	
The ability to achieve exploitation and exploration activities simultaneously.	Eriksson & Szentes, 2014: 81	1
Organizational ability to engage in the dual aspects of organizational growth i.e. (exploitation or exploration).	Rao-Nicholson et al., 2016: 6	2
The ability of the organization to not only make gradual improvements in the quality of existing processes and products but also innovative or radical improvements in order to explore new opportunities.	Palm & Lilja, 2017:1	3
The ability to “explore” as a phenomenon in which organizations engage in new research activities; And "exploitation" as a phenomenon in which organizations indulge in its application	Kumar, A. 2019:3	4
The organization's ability to manage current business requirements effectively while adapting to future business needs due to environmental changes	Katou, et al, 2020:2	5

Duncan invented the term Ambidexterity Organizational in 1976 in the context of duplication of organizational structures to support innovation, which, he pointed out, that successful organizations need to consider dual structures, different structures that help implement innovation. After twenty years, the idea gained importance in organizational learning By March (1991) and Tuchman and O'Reilly III (1996), who proposed two modes to explore organizational learning and exploitation in which organizations can use their resources.( Alghamdi, 2018: 2).)

**Fourth: the dimensions of organizational Ambidexterity**

**1- Exploratory Opportunities**

Exploring opportunities is related to terms such as research, contrast, risk, experimentation, employment, flexibility, discovery, and creativity (March 1991: 71) and description of( Paul et al., 2020: 1) Exploration of least known, unconfirmed, innovative, and novel exploration embodies research, divergence, risk, experimentation( Hughes, 2018: 7) Play, flexibility and discoveries that create devastating and radical innovations (McCarthy & Gordon, 2011: 241) and explore opportunities for activities and output that focus on new and pioneering technologies that include long time horizons, research, experimentation, creativity, and ability On adaptation. Learning gained through planned diversification and experience processes (Tuan, 2014: 2-3)

(Baškarada, S.et al,2016: 782) explains how leaders enhance exploration, outlining five leadership behaviors (commitment, vision, risk tolerance, empowerment, and inclusion) that leaders use to promote exploration. Because the focus is on increasing the variance that challenges institutional learning, risk-taking, experimentation, flexibility, discovery, and innovation, behaviors do not include processes that define how these goals are achieved, but rather address the factors that support appropriate organizational conditions for exploration and thus the exploration culture is linked to a leader who shares his explains the desire for innovative results and leads a constructive, pioneering approach.

(Paul et al., 2020: 3) noted that exploration involves the use of tacit knowledge bases, sharing knowledge between employees is the partial foundation of the institution, as efficiency among employees through exchange and reconciliation of experience and expertise with anyone else can lead to exploration opportunities, and better problem-solving. By acquiring and accumulating knowledge, technological pathways are developed. Essentially, exploration aims to respond to underlying environmental trends, as well as drive them, by creating innovative technologies and new markets. (Luger, 2014: 15) emphasized that exploration involves searching for, distinguishing between, experimenting, and developing new competencies, and it is linked to unconfirmed and distant returns that exploration has a positive impact on the performance of the organization when the level of environmental dynamics is high.

(Abazeeda, 2020: 1447) that exploration is the direction of the organization to discover new ideas and optimal opportunities that can enhance the ability to innovate, as it stresses the generation of radical innovations that can shape the organization's long-term future through existing products and activities that undermine (weakens its position). Thus, exploratory organizations generate greater variation in performance by achieving great success in addition to failure, while exploitative organizations are more likely to achieve more stable performance. The main characteristics of the various activities for both exploiting and exploring opportunities are shown in Table 3.

<b>Table (3): The main characteristics of the different activities for both exploiting opportunities and exploring opportunities</b>		
<b>Opportunities exploration activities</b>	<b>Opportunity exploiting</b>	
Radical developments of products and services provided to meet the needs of new customers	The progressive development of products and services provided designed to meet the needs of existing customers	<b>the definition</b>
Focuses on discovering new products and markets	Focuses on current products and markets	<b>Target</b>
Research, experimentation, change, flexibility	Improvement, efficiency, achievement, performance	<b>mission</b>
Deviates from existing knowledge and skills	It is based on finding the knowledge and capabilities that the organization possesses	<b>Knowledge</b>
Innovation, growth, and resilience	Profits, costs, efficiency	<b>Strategic goal</b>
Radical changes that produce results in the long run	It is the incremental improvements that give results in the short term	<b>Results</b>

Source: depending on the researcher's behavior

- Olfen, W. Van (2006), "**Ambidexterity through structure and context**", Maastricht University.

- Wulf, Torsten, and Blarr, W. Henning (2012), "**Organizational Ambidexterity: Implications for the Strategy-Performance Linkage**", Leipzig Graduate School of Manage.

## 2-Exploitation of Opportunities

Exploiting opportunities is related to terms such as refinement, selection, production, efficiency, application (March 1991: 71), and consists of innovation activities that focus on improving the scope of the existing product market (Yigit, 2013: 17). Exploitation embodies improvement, selection, production, efficiency, and intended implementation to improve existing product capabilities with additional innovations (Hughes, 2018: 7) and it is about capitalizing on current visions and practices through refinement (Hoholm et al., 2018: 343), while he knows it (Abazeeda, 2020: 1447) As the dynamic ability to learn based on knowledge accumulation, as organizations seek to develop existing skills and expand into new markets, we can improve the organization's ability to exploit these opportunities by adopting the exploitative innovation strategy that ensures the full use of the capabilities the organization.

And (Luger, 2014: 15) stressed that exploitation involves improving the company's current capabilities, efficiency, and implementation, and is related to specific and short-term returns, as well as stressing (Yigit, 2013: 16) that exploitation is related to organizational learning that is obtained through experimental improvement, research Local, selection of current operations. He supported it (Lubatkin et al., 2006: 648), which demonstrated that exploitation involves the use of explicit knowledge bases, through assimilation and integration, and gradual improvements can be made to existing technological or marketing paths. (Pai, 2007: 24-25) believes that exploiting opportunities indicates the organization's ability to improve activities in order to build value in the near term, as it is designed to meet the needs of existing customers in the available markets, and seeks to expand the knowledge and skills of workers and expand the provision of products And current services.

The essence of opportunities exploitation activities lies in building credibility in the experience related to the knowledge base of managers. These exploitation activities include the use and improvement of managers' existing knowledge, expansion of existing capabilities, technologies, processes and products with a focus on production, and increased efficiency of existing distribution channels (Mom et al, 2006: 8) & (Jansen et al., 2006: 1662)& (Preda, 2014: 69)

From this standpoint, (Andriopoulos & Lewis, 2009: 697) emphasized that exploitation requires competence and converging thinking in order to invest existing capabilities and continuously improve product offerings. While (Ali and others, 2016: 16) counted exploitation as a learning process from top to bottom, as senior managers move to institutionalize those measures and behaviors that are most appropriate to improve current competencies. Indeed, the purpose of exploitation is to respond to current environmental conditions by adapting existing technologies and continuing to meet the needs of existing customers (Lubatkin et al., 2006: 648).

Consequently, (Mammassis & Kostopoulos, 2019: 3) clarifies the combination of these exploitation and exploration activities as a bewildering task of senior management in the first place for two reasons: first, the current institutions usually have limited resources to use in achieving both exploratory and exploitative trends, and secondly, it occupies CEOs often have operational and strategic roles, and therefore directly suffer from the tensions inherent in the pursuit of organizational ingenuity.

**The third topic**

**First: Description of the research sample responses to Dhi Qar Governorate**

The focus of this chapter is on presenting and discussing the results of statistical analysis, then presenting the reality of the research variables and analyzing the responses of the research sample and interpreting it according to the data obtained and the statistical treatments that were conducted by extracting iterative distributions, arithmetic media, standard deviations, difference coefficient, and the relative importance of the research variables, and this was determined the arithmetic mean According to the Likert pentatonic scale, the category length was determined by dividing the range by the largest value "(0.80 = 4/5)"

**Description of responses of the research sample to leadership**

(Entrepreneurial leadership) consists of four sub-variables for each of these variables. Sub-questions answered within the questionnaire provided to the administrative leaders in the Diwan of the sample governorate for research, which included (Assistant Director-General, General Director, Head of Department) These variables included (strategic vision, proactive Creativity, take risks)

For order of importance for the dimensions of the independent variable, the pilot leadership, the difference coefficient was used depending on the arithmetic mean and the standard deviation, as whenever the value of the coefficient of difference is small, this indicates that a difference between the answers of the sample examined about this dimension is small (i.e. that the sample that is consistent with this dimension and that the answers are dispersed) The sample is few (as shown in Table 4), as it is clear that (risk tolerance) within the pilot leadership came in the first order in terms of dimensions, as most of the sample responses were consistent on this dimension compared to other dimensions.

<b>Table (4): Order of importance based on the difference factor for the dimensions of the leadership variable</b>					
<b>Arrange the variables</b>	<b>Coefficient of variation</b>	<b>standard deviation</b>	<b>Arithmetic mean</b>	<b>Drive leadership dimensions</b>	<b>ت</b>
3	25.08	0.70	2.79	Strategic vision	1
2	23.89	0.65	2.72	Proactive	2
4	30.86	0.75	2.43	creativity	3
1	21.22	0.66	3.11	Take risks	4

Source: Researcher preparation based on SPSS.V.23 program outputs

**Second: - Describing the responses of the research sample to organizational Ambidexterity**

(Organizational Ambidexterity) consists of three sub-variables for each of these variables. Sub-questions answered within the questionnaire provided to the administrative leaders in the Diwan of a sample governorate for research,

which included (the general manager, the assistant general manager of the department heads). These variables included (exploring opportunities, investing Opportunities (for ordering importance the dimensions of the dependent variable, masterful performance, the coefficient of variation was used depending on the mean and standard deviation, as the value of the coefficient of difference is small indicating that a difference between the answers of the sample examined about this dimension is small) (i.e. the sample survey is consistent with this dimension and that The sample responses are scattered a few) and as shown in Table (5), as it becomes clear that (exploring opportunities) within the brilliant performance came in the first order in terms of dimensions, as most of the sample answers were consistent on this dimension compared to other dimensions.

Table (5): Order of importance based on the coefficient of variation for the dimensions of the masterful performance variable					
Arrange the variables	Coefficient of variation	standard deviation	Arithmetic mean	Dimensions of the leadership variable	ت
1	26.97	0.75	2.78	Explore opportunities	1
2	29.95	0.71	2.37	Exploitative opportunities	2

Source: Researcher preparation based on SPSS.V.23 program outputs

**Second - testing the hypothesis of correlation and influence, and analyzing and interpreting the results of Dhi Qar Governorate**

The research aims to test the main and secondary correlation and influence hypotheses, which were the basis for the launch of this research, by finding correlation and influence relationships and between the current variables of the research, by relying on the ready statistical program (SPSS V.25) in order to extract the Pearson correlation coefficient and simple linear regression.

**The first main hypothesis:**

**“There is a significant correlation between static leadership and organizational ingenuity”**

Table (6) data indicates a positive correlation statistically relationship between the leadership and organizational excellence in the company the research sample at the macro level, and with a correlation coefficient of value (0.755 \*\*) at the level of significant significance (0.000), and this result indicates acceptance of the main hypothesis First (there is a statistically significant correlation between entrepreneurial leadership and organizational prowess).

**Table (6) results of correlation coefficient values between leadership and organizational excellence**

Brilliant performance	The indicator	variable
0.755**	Correlation coefficient	Entrepreneurial leadership
0.000	Level of significance	

\*\* Moral correlation at (0.01) level

**It clarifies the second major influence hypothesis which states There is a statistically significant effect of entrepreneurial leadership on organizational ingenuity)**

The results of the statistical analysis indicate that the value of the interpretation factor  $R^2 = .569$ ) that is, the leadership leadership represents the value of (56%) of the dependent variable (organizational prowess), while the remaining percentage (41%) is due to other factors that were not included in the research model, so The results found that there is a significant effect of entrepreneurial leadership on accomplished performance, and this is confirmed by the results of the value of  $F = 89.138$ ), while the fixed value ( $a = .447$ ), which indicates when adding one value to the independent variable (entrepreneurial leadership) will increase in the dependent variable (ingenuity Regulatory) As for the value of the regression coefficient ( $\beta = .810$ ), this indicates that the independent variable of the regression coefficient is the same as the dependent variable, whereas the test (t) that indicates the importance of the variables in the research model at the level of significance (0.01) and this indicates the validity of the hypothesis Which states (there is a statistically significant effect of entrepreneurial leadership in organizational proficiency) as in the table below.

**Table (7) the effect of entrepreneurial leadership on accomplished performance**

Dependent variable	Moral	Value F	R2 value	Moral	T value	Regression coefficients		Independent variable
Organizational dexterity	0.000	66.129	0.569	0.122	1.572	0.447	a	Entrepreneurial leadership
				0.000	8.132	0.818	b	

**The fourth topic**

**Conclusions and recommendations**

**First: conclusions**

1-Entrepreneurial leadership is an approach that leaders use to support the organizational climate in order to thrive and stimulate creativity. Employees who have high levels of entrepreneurial leadership will have higher capabilities in creativity and innovation, proactive, and take risks, and these capabilities increase more whenever they feel strong support in their work environment.

2-Leaders in Dhi Qar Governorate allow employees to come up with their own ideas on how to get work done, and leaders welcome creative ideas

3-There are common vision, strategy, and goals for members, teams, work, as the results showed, their possession of values, real, tangible, that help the team to carry out their work in a correct way.

4-The results of the research indicated that the level of availability of the dimensions of entrepreneurial leadership (creativity, risk tolerance, proactive, strategic vision) and the dimensions of organizational ingenuity (exploration, investment) from the point of view of workers in the Court of Dhi Qar Governorate was high.

5-Results showed a direct relationship with a statistically significant difference between the dimensions of entrepreneurial leadership and organizational ingenuity in the Court of Dhi Qar Governorate.

6-It was found through the results of the statistical analysis that there is a positive and moral impact relationship for the leadership in organizational prowess and this indicates that the practice of leadership by leaders in the Court of Dhi Qar governorate enhances the willingness of workers to take responsibility for their duties and openness to others and their ability to provide answers And justifications for the work that they do.

7-It is clear from the results of the statistical analysis that the behavior of entrepreneurial leadership in the Court of Dhi Qar Governorate has a great role to play on organizational ingenuity among employees, and this reflects the validity of the main hypothesis that (the role of entrepreneurial leadership is moral in organizational proficiency).

8-Most of the paragraphs of the dimensions of leadership and the dimensions of organizational ingenuity achieved high importance for the Court of Dhi Qar Governorate, which indicates the interest of higher administrations on the importance of these dimensions, while the dimension (creativity, investment of opportunities), its paragraphs ranged from moderate importance, which indicates a lack of interest Senior management in this dimension.

**Second: Recommendations**

This topic includes the recommendations of the current research:

1-The need for a feedback system that follows the performance appraisal process, which enables employees to identify the results of their evaluation and identify and avoid weaknesses, as well as identify and strengthen strengths, by announcing the evaluation results after conducting the performance appraisal process.

2-Spreading the culture of organizational learning in the governorate’s office, as it is one of the modern, integrated and advanced administrative methods by setting up courses, workshops, and seminars in all its formations and explaining the extent of its importance in diagnosing strengths to enhance them and diagnosing weaknesses

(opportunities for improvement) to develop appropriate solutions, which can preserve the study sample from continuing Learning, creativity and innovation activities.

3-Adopting the work, provided that the objective of the performance evaluation results is for developmental and administrative purposes in order to raise the functional and practical level, rather than an objective of accounting and accountability for the employee in order to punish or reward him, or an objective of promotion and promotion.

4-The strategic plan must be supported by senior management, provided it is flexible and can be updated according to internal and external changes.

5-Defines the strategic plan for the province of Dhi Qar and its departments based on the plans of the departments, divisions, and committees affiliated to it, review them periodically in the light of internal and external changes and develop them for all departments, which constitute specific goals in the strategic plan.

6-Weakness in finding a system that allows access to documents and information related to work, as well as the lack of transparency in the transmission of information, which makes the decision-making process difficult and late at all levels.

## **REFERENCES**

### **Book**

Harrison N. and Samson D. (2002) **Technology Management: Text and International cases**, Mc Grow Hill Inc

### **Thesis**

Luger, J. (2014). **A longitudinal perspective on organizational ambidexterity**. Unpublished doctoral dissertation, University of St. Gallen, Switzerland

Olffen, W. Van (2006), **"Ambidexterity through structure and context"**, Maastricht University.

Röschke, A. (2018) **Entrepreneurial Leadership**, Doctoral thesis of Philosophy in Management, University of St. Gallen

Zijlstra, P. H. (2014) **When is entrepreneurial leadership most effective**, (Master's thesis, University of Twente.

### **Journals & Periodical**

Abazeed, R. (2020). **Impact of strategic capabilities on organizational ambidexterity in the commercial banks in Jordan: The mediating role of knowledge management**. Management Science Letters .1445 ,(7)10 .1456

Andriopoulos, Constantine, and Lewis, Marianne W. (2009), **"Exploitation-Exploration tensions and organizational ambidexterity: Managing paradoxes of innovation"**, Organization Science, Vol. 20, No. 4, pp. 696-717.

Bagheri, A., & Pihie, Z. A. L. (2011) **Entrepreneurial leadership: towards a model for learning and development**, Human Resource Development International, 14(4), 447-463

Bagheri, A., Lope Pihie, Z. A., & Krauss, S. E. (2013) **Entrepreneurial leadership competencies among Malaysian university student entrepreneurial leaders**, Asia Pacific Journal of Education, 33(4), 493-508.

Başkarada, S., Watson, J., & Cromarty, J. (2016). **Leadership and organizational ambidexterity**. Journal of Development, The George Washington University. Management Development.

Chen, M. H. (2007) **Entrepreneurial leadership and new ventures: Creativity in entrepreneurial teams**, Creativity and Innovation Management, 16(3), 239-249.

Eriksson, P. E., and Szentos, H. (2014), **"Organizational Ambidexterity in Construction Projects"**, Luleå University of Technology, Sweden.

Esmer, Y., & Faruk, D. A. Y. I. (2017) **Entrepreneurial leadership: a theoretical framework**, Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 4(2), 112-124.

Esmer, Y., & Faruk, D. A. Y. I. (2017) **Entrepreneurial leadership: a theoretical framework**, Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 4(2), 112-124.

Garg, M. C. (2016) **Entrepreneur and entrepreneurship**.

- Gupta, A. K., Smith, K. G., & Shalley, C. E. (2006). **The interplay between exploration and exploitation**. *Academy of Management Journal*, 4: 693-706
- Hoholm, T., Strønen, F., Kværner, K. J., & Støme, L. N. (2018). **Developing Organizational Ambidexterity: Enabling Service Innovation in a Hospital Setting**. In *Controversies in Healthcare Innovation* (pp. 341-368). Palgrave
- Hughes, M. (2018). **Organizational ambidexterity and firm performance: burning research questions for marketing scholars**. *Journal of Marketing Management*, 34(1-2), 178-229.
- Hughes, M. (2018). **Organizational ambidexterity and firm performance: burning research questions for marketing scholars**. *Journal of Marketing Management*, 34(1-2), 178-229.
- Hughes, P., Hughes, M., Stokes, P., Lee, H., Rodgers, P., & Degbey, W. Y. (2020). **Micro-foundations of organizational ambidexterity in the context of cross-border mergers and acquisitions**. *Technological Forecasting and Social Change*, 153 .119932
- Jansen, Justin J. P., Van Den Bosch, Frans A. J., and Volberda, Henk W. (2006). **"Exploratory Innovation, and Performance: Effects of Organizational Antecedents and Environmental Exploitative Innovation Moderators"**, *Management Science*, Vol. 52, No. 11, pp. 1661-1674.
- Katou, A. A., Budhwar, P. S., & Patel, C. (2020). **A trilogy of organizational ambidexterity: Leader's social intelligence, employee work engagement, and environmental changes**. *Journal of Business Research*
- Lubatkin, M. H., Z. Simsek, Y. Ling, J. F. Veiga. (2006). **Ambidexterity and performance in small- to medium-sized firms: The pivotal role of top management team behavioral integration**. *J. Management* 32(5) 646–672.
- Lubatkin, M. H., Z. Simsek, Y. Ling, J. F. Veiga. (2006). **Ambidexterity and performance in small- to medium-sized firms: The pivotal role of top management team behavioral integration**. *J. Management* 32(5) 646–672
- Mom, Tom. J. M., Van Den Bosch, Frans. A. J., and Volberda, Henk. W. (2006), Macmillan, London. **bottom-up, "Investigating Managers Exploration and Exploitation Activities: The influence of top-down and horizontal knowledge inflows"**, *Journal of Management Studies*, Vol. 44.
- March, J.G. (1991). **Exploration and exploitation in organizational learning**. *Organ. Sci.* 2 71-87.
- March, J.G. (1991). **Exploration and exploitation in organizational learning**. *Organ. Sci.* 2 71-87.
- McCarthy, Ian P., and Gordon, Brian R. (2011), **"Achieving contextual ambidexterity in R&D organizations: a management control system approach"**, *R&D Management*, Vol. 41, No. 3
- Neck, H. M., Neck, C. P., & Murray, E. L. (2016) **Entrepreneurship: the practice and mindset**, SAGE Publications.
- Newman, A., Herman, H. M., Schwarz, G., & Nielsen, I. (2018) **The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership**, *Journal of Business Research*, 89, 1-9.
- Pai, Ashwin (2007), **"Overcoming the Innovator's Dilemma through Organizational Ambidexterity within the Indian Pharmaceutical Industry"**, University of Nottingham.
- Pisapia, J., & Feit, K. (2015) **Entrepreneurial Leadership at a Crossroads**, In *DIEM: Dubrovnik International Economic Meeting* (Vol. 2, No. 1, pp. 524-533). Sveučilište u Dubrovnik
- Tuan, L.T., (2014). **Organizational Ambidexterity, Entrepreneurial Orientation, and IDEals: The Moderating Role of CSR**, Springer Science+Business Media Dordrecht.
- Wulf, Torsten, and Blarr, W. Henning (2012), **"Organizational Ambidexterity: Implications for the Strategy- Performance Linkage"**, Leipzig Graduate School of Manage
- Yigit, Mert (2013), **"Organizational Ambidexterity: Balancing Exploitation and Exploration in Organization"**, School of Management, Blekinge Institute of Technology, Sweden
- Zainol, F. A., Daud, W. N. W., Shamsu, L., Abubakar, H. S., & Halim, H. A. (2018). **"A linkage between entrepreneurial leadership and SMEs performance: An integrated review"**. *International Journal of Academic Research in Business and Social Sciences*, 8 .118-104 ,(4)
- Zhang, S., Ke, X., Frank Wang, X. H., & Liu, J. (2018). **Empowering leadership and employee creativity: A dual- mechanism perspective**. *Journal of Occupational and Organizational Psychology* .917-896 ,(4)91
- Ali, Ari Muhammad, Al-Shirfani, Dilman Khoshfi Ramadan (2016), **"The Effect of Organizational Excellence in Improving Dimensions of Quality of Hotel Service. An Exploratory Study of Managers' Views of a Sample of Four and Five Star Hotels in Duhok and Erbil Governorate** (In-depth Research) *Journal of Innovation and Marketing*, Volume 3, Issue 14