



**Tikrit Journal of Administrative
and Economics Sciences**
مجلة تكريت للعلوم الإدارية والاقتصادية

ISSN: 1813-1719 (Print)

E-ISSN: 3006-9149



**Role Entrepreneurial Leadership as A Gate Way to Achieve
Organizational Ambidexterity: A Case Study in International
Organizations, Erbil City**

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Keywords:

Entrepreneurial Leadership, Organizational
ambidexterity

ARTICLE INFO

Article history:

Received 28 Nov. 2023

Accepted 11 Feb. 2024

Available online 31 Mar. 2024

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Abstract: The current research aims to analyze the role and impact of entrepreneurial leadership represented by main dimensions (innovation, proactivity, risk taking) on organizational ambidexterity through main dimensions (exploratory ambidexterity, exploitative ambidexterity, structural ambidexterity) for leaders and managers in international organizations in the city of Erbil. The research has been focused on the philosophical concepts of the research variables and dimensions, and on the nature of the relationship and influence between these two variables. A hypothetical scheme was designed expressing the main hypothesis, and the questionnaire form was used as a means of obtaining data, as it was distributed to the managers of international organizations in the city of Erbil. The population of study was (203) managers, and (96) managers was chosen as sample for the research, the research followed a descriptive analytical approach in order to explain the sample size. Furthermore, the research figured out several conclusions, the most important of which were revealed by the results of the correlation on the positive role entrepreneurial leadership on organizational ambidexterity in the searched sample. After that, the research suggests the necessity of investing in the strong role of entrepreneurial leadership dimensions in attaining organizational ambidexterity, and directing this relationship towards serving the searched organizations. The scientific value of the research was represented in providing conceptual framework for the both variables and finding the relationship and influence between them in the organization under research.

دور القيادة الريادية مدخلا لتحقيق البراعة التنظيمية في المنظمات الدولية في مدينة أربيل

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المستخلص

يهدف البحث الحالي إلى تحليل دور وأثر القيادة الريادية ممثلة بالأبعاد الرئيسية (الابتكار، الاستباقية، تحمل المخاطر) على البراعة التنظيمية من خلال الأبعاد الرئيسية (البراعة الاستكشافية، البراعة الاستغلالية، البراعة الهيكلية) للقادة والمديرين في المنظمات الدولية في العالم مدينة أربيل، لقد تم التركيز على المفاهيم الفلسفية لمتغيرات البحث وأبعادها وعلى طبيعة العلاقة والتأثير بين هذين المتغيرين تم تصميم مخطط افتراضي معبر عن الفرضية الرئيسية، وتم استخدام استمارة الاستبيان كوسيلة للحصول على البيانات، حيث تم توزيعها على مدراء المنظمات الدولية في مدينة أربيل بلغت مجتمع البحث بـ (203) مديرًا فيما تم اختيار (96) منهم كعينة البحث. اتبع البحث المنهج الوصفي التحليلي لتوضيح حجم العينة، وتوصل إلى عدة استنتاجات من أهمها ما كشفت عنه نتائج العلاقة الارتباطية بين الدور الإيجابي للقيادة الريادية في البراعة التنظيمية لدى عينة البحث، وبعد ذلك يشير البحث إلى ضرورة الاستثمار في الدور القوي لأبعاد القيادة الريادية في تحقيق البراعة التنظيمية، وتوجيه هذه العلاقة نحو خدمة المنظمات المبحوثة. **الكلمات المفتاحية:** القيادة الريادية، البراعة التنظيمية.

Introduction

Various types of contemporary international organizations specialized in different activities face many challenges with speedy and sequential environmental factors. The revolution of Information technology, the globalization of markets, as well as the intensification of competition precede the aforementioned challenges. The approach of organizational ambidexterity has acquired great importance in contemporary literature. Thus, international organizations are required to be organizationally skilful to achieve a balance between exploration and exploitation tasks. As such, these organizations attempt to exploit their potentials and resources in order to guarantee their efficient use through a short-term and at the same time they seek new resources and opportunities to adapt to environmental changes to ensure their long-term survival and progression. Accordingly, reaching the organizational ambidexterity is not an easy mission because it requires different dimensions the most important of which is explorative ambidexterity, exploitative ambidexterity and of structural ambidexterity. Furthermore, this makes these organizations adopt the concept of entrepreneurial leadership which is a new type of leadership that refers to leaders who can initiate risks and seize opportunities and

innovation. It is important to note that, entrepreneurial leadership is considered as one of the critical factors that help organizations reach organizational Ambidexterity.

Therefore, the characteristics of people who play leadership roles in entrepreneurial leadership impose influence on the performance, continuity, effectiveness, and productivity of organizations. To this end, those people should have the characteristics of entrepreneurial leadership in order to acquire the characteristics of competitiveness to develop their organizations. Additionally, there was a relative consensus among researchers about the distinctive competencies that motivate and enable these leaders to lead the organization successfully. These competencies are a combination of personal characteristics and skills such as creativity, proactivity, and risk-taking.

Chapter one: The methodology framework

First: Research problem: The research problem is defined by the following questions:

1. What are the levels of entrepreneurial leadership, organizational ambidexterity in the searched organizations?
2. Does the ordinal importance of the study variables vary depending on international organizations' reliance on them?
3. Are there positive correlations between entrepreneurial leadership, organizational ambidexterity?
4. Is there a statistically significant effect of entrepreneurial leadership on organizational ambidexterity?
5. Is there a statistically significant effect of entrepreneurial leadership on organizational ambidexterity?

Second: The importance of the study: The importance of the study is embodied in the following aspects:

1. Knowing the level of arability of both variables in international organizations, and knowing the correlation and influence between them in order to reach scientific conclusions that serve the organizations under research.
2. Filling the knowledge gap among the two variables by investigating and reviewing literature of theses in this field which did not find or locate the philosophical connection among them especially the direct one. Rather, they are merely indicators of the existence of indirect relationships between some variables with others.

3. The importance of the study comes from the importance of the sector of international organizations because the significance of this crucial sector and its influential role is highly obvious in economic sustainable development for it is considered the fundamental means for establishing and developing international entrepreneurial projects rather than depending on public opportunities, especially in status quo.
4. Taking advantage from the nature of relationships and influence among variables to help leaders of international organizations attain organizational ambidexterity.

Third: Objectives of the research: The current study seeks to identify the levels of entrepreneurial leadership dimensions represented by innovation, proactivity, and risk-taking. These levels of dimensions are for managers of international organizations in Erbil city with their impact on organizational ambidexterity and they are represented by: exploratory ambidexterity, exploitative ambidexterity, structural ambidexterity. Hence, international organizations in Erbil city were chosen as a practical field to conduct the study and test its hypotheses.

Fourth: Research Model

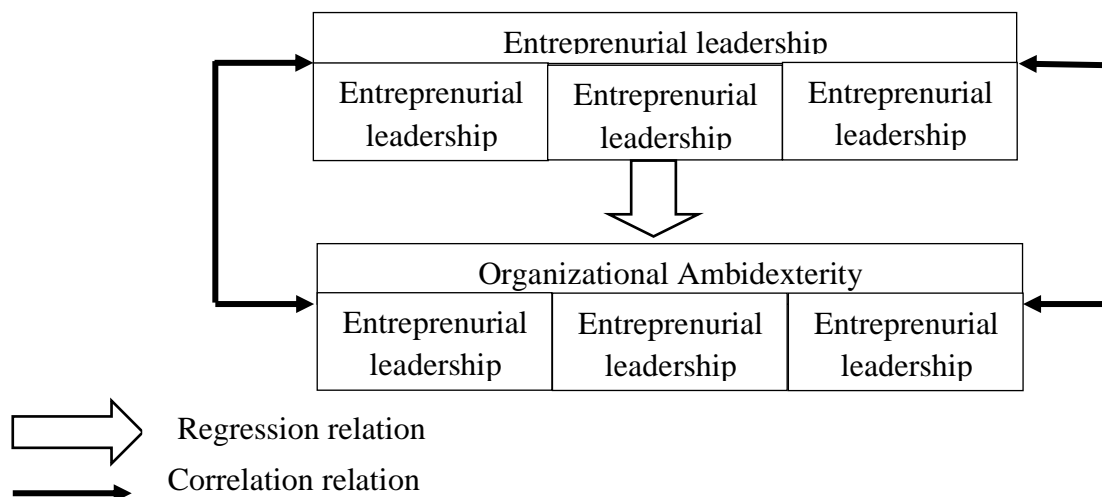


Figure (1): the model of the research

Source: by researchers

Fifth: Research hypothesis:

- ❖ First main hypothesis: The ordinal importance of the study variables and dimensions vary depending on the nature of international organizations' reliance on them.
- ❖ Second main hypothesis: There is a statistically significant positive relationship between entrepreneurial leadership and organizational ambidexterity, collectively and individually.

- ❖ Second main hypothesis: there is a statistically significant effect at the 0.05 level for the entrepreneurial leadership variable on organizational ambidexterity in the searched organizations.

Sixth: data collection method:

1. Theoretical framework: through benefit from newest and updated references among books, articles, journals, international workshops.
2. Practical framework: through designing the questionnaire (likert-5) as a way to collect data in the searched sector, as explained in appendix 1

Seventh: Research sample: The research sample was the managers - managerial positions- of the international organizations in the city of Erbil. As per, they have leadership responsibilities and supervision. From the total number of managers which was (203) managers in different positions, (96) of them have been taken as a sample size from to answer the questionnaire of the research.

Eight: Pre-distribution test: to investigate the suitability of measurements in data obtaining process, the scales were administrated through a number of investigations as follow:

- A. Validity test: It is the test through which the questionnaire is presented to a number of experts in the disciplines of administrative sciences to get their opinions and suggestions on the statements that were used to measure the variables of the study, in addition to determining the extent of clarity of those statements. Ferries. Its accuracy includes linguistic and scientific aspects, which makes it understandable and absorbed by the sample members. In light of the results of the face validity test, the wording of a number of statements was changed to conform to the opinion of the majority of arbitrators.
- B. Comprehensiveness test: This is the test through which a number of questions are asked to the arbitrators and experts about the dimensions and phrases that were used in measuring the variables of the current study, in order to identify the comprehensiveness of the phrases included in the questionnaire that covers the dimensions and variables of the study. In light of their answers and opinions, a number of statements were deleted to achieve comprehensiveness and suitability of the questionnaire in accordance with the objectives and main hypothesis of the research.
- C. Reliability test: It is a test to determine the stability of the questionnaire if it is repeatedly distributed to the sample. This analysis was performed using the split-half method by finding the correlation between odd and even

statements with each other instead of other reliability methods. Which depends on the correlation between all the statements at once, and the correction was made using the Guttman correlation coefficient, according to which the correlation relationships are corrected according to the appropriate stability condition for the questionnaire statements of a descriptive nature. To achieve this, the questionnaire was distributed to an experimental sample of (20) individuals from the study population, and this data were analyzed using the program (SPSS V.27). The results of this analysis are shown in table (1):

D. Reliability at the general level: The value of the corrected reliability coefficient at the level of all questionnaire statements was (0.902) and at a significance level (0.05), while the value of the reliability coefficient for individual and marital statements before correction was (0.941) and (0.897) respectively, which is a high value compared to the standard value. The reliability coefficient was (0.60) for human studies (Eisinga et al., 2012: 639)

We conclude from the results of the reliability analysis that the variables and dimensions of the current study have achieved the required level of reliability because the coefficient values for all variables and dimensions came at levels much higher than the standard value of the reliability coefficient in human studies as in the table number (1).

Table (1): Measuring stability using the split-half method.

Variable	Dimensions	Cronbach's Alpha		Guttman Split-Half Coefficient	The Items
		Part 1	Part 2		
Entrepreneurial Leadership	Innovation	0.777	0.661	0.777	5
	Proactive	0.724	0.746	0.746	5
	Taking Risks	0.721	0.646	0.706	5
	Total Index	0.871	0.814	0.889	15
Organizational Ambidexterity	Exploratory Task of Ambidexterity	0.673	0.650	0.656	5
	Exploitative Ambidexterity	0.757	0.784	0.775	5
	Structural Ambidexterity	0.616	0.600	0.669	5
	Total Index	0.846	0.748	0.842	15
Total Index of Items of the survey		0.941	0.897	0.902	50

Source: Prepared by the researcher from the results of statistical analysis.

Chapter two: Theoretical Framework

Section one

first: Entrepreneurial Leadership

1. The Concept of Entrepreneurial Leadership: The concept of entrepreneurship has improved over the last 25 years. In the literature, there are several terms as indicators to entrepreneurship such as intrapreneur Ing, corporate entrepreneurship that has been used to explain the phenomenon of entrepreneurship. Nonetheless, the most widely accepted definition of intrapreneurship is “entrepreneurship within an existing organization” (Coliser & Brigham, 2004:14; Urbano et al., 2013:12). Entrepreneurial leadership emerged as a critical issue in understanding the dynamics of economic development in the 21st century in the literature of business. Moreover, entrepreneurship functions provide a new perspective for leaders in running businesses especially in the current time, since the operating processes of organizations have become riskier, highly ambiguous and extremely complicated (Weissbrod, 2019: 43).

Entrepreneurial leadership can be defined as influencing and directing the performance of group members toward the achievement of organizational goals, which involves recognizing and exploiting entrepreneurial opportunities (Renko et al., 2013:1). More importantly, entrepreneurial leadership definition has gained a number of additions in accordance with the applied sector rather than only creating new business. Consequently, in order to reach the accurate concept of entrepreneurial leadership, the definitions of a number of researchers will be studied in the literature as in schedule number 2

Table (2): Measuring stability using the split-half method

The source	Year	The concept of entrepreneurial leadership
Venaik & Brewer	2010	Entrepreneurial leadership refers to the leader's ability to encourage the society groups towards higher loyalty for the objectives.
Roebuck	2011	Entrepreneurial leadership is the process of utilizing an effective use of talents within the internal and external environment of the organization towards adding value.
Autio et al.,	2013	Entrepreneurial leadership has an effect on society when it encourages the entrepreneurial behaviors among the individuals to build up societal institutional collectivism practices, when leaders have influence on the society such as investing in the growth of business and employing others.

The source	Year	The concept of entrepreneurial leadership
Zahra & Mike	2016	Stated that entrepreneurial leadership is the intersection of the person (leader) and the opportunities within extremely uncertain environments.
Zaech & Baldegger	2017	Have showcased the leadership within startups and new ventures, which operates in an extraordinary environment that is characterized by external and internal ambiguity due to the complex markets and lack of leadership experience, with high-risk of failure.
Paudel	(2019)	Stated that entrepreneurial leadership is one of the leadership styles that anticipate uncertainty in the business environment particularly for new ventures as in their study of improving performance.
Widyani et al.	(2020)	Entrepreneurial leadership is a key factor to success and survival of an organization in such an environment as the ability of leaders for creating, establishing, applying vision, thinking creatively, and working with others to form a better future.

Source: By researchers depending on the mentioned sources in the table.

Depending on the above definitions and statements, we can state that entrepreneurial leadership is the ability to create entrepreneurs in society through building up entrepreneurship as an applicable ideology in society.

- 2. Attributes of Entrepreneurial Leadership:** The attributions of entrepreneurial leadership among literature differentiate it from other kind of leadership styles. As per, the entrepreneurial leader realizes the importance of creativity, initiative and reactivity, also they go out of their way to provide all the support that the team needs to achieve their visions. In this matter, according to an IBM report (2010) which is based on real interviews conducted with 1541 CEOs- Chief Executive offices, GM-General managers, and public sector leaders who represented different size of organizations and firms in 60 countries including 33 industries. The CEOs believed that the most important entrepreneurial leadership attribute is creativity, because creative leaders are able to find unprecedented ideas. Furthermore, they agreed on the paramount importance of being creative in terms of leading and communicating with the workforce specifically in team works. Nevertheless, Jones and Crompton (2009) identified self-leadership as one of the salient attributes of the entrepreneurial leaders that

have in-concurrence components; they also stated that the entrepreneurs are the human capital of society. As shown in the figure number 1.

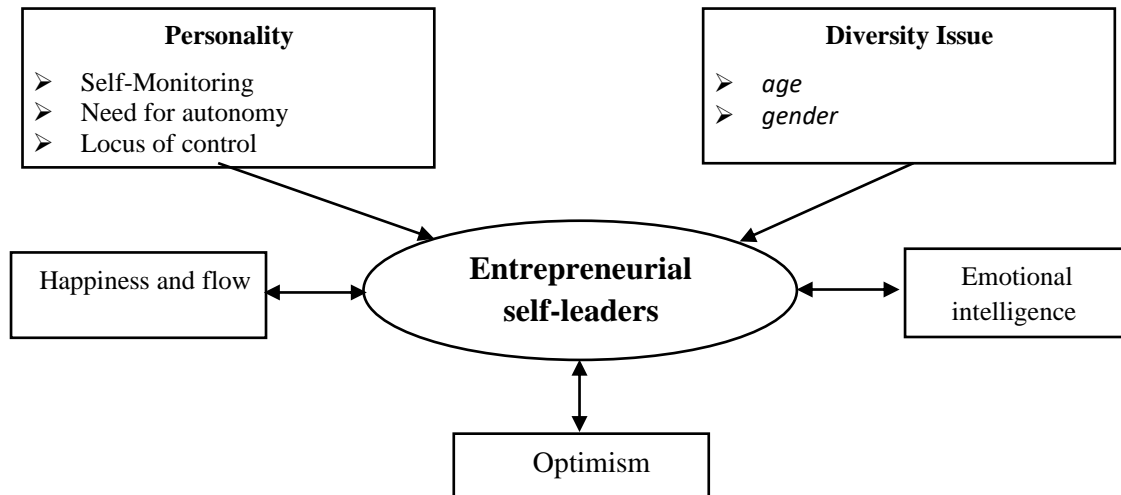


Figure number (1): Conceptual of entrepreneurial self- leadership traits
Source: Jones, O., & Crompton, H. (2009). Enterprise logic and small firms: A model of authentic entrepreneurial leadership. *Journal of Strategy and Management*, 2(4), 329-351.

As it is shown in the figure above, there are various kind of effects factors on entrepreneurial leaders, which some three of them have dual path effects such as; emotional intelligence, happiness and flows and optimistic attitude, which are related with the self-character of the leaders. On the other hand, the factors of personality aspects and the demographic diversity issues have direct impact on entrepreneurial leaders within the organization. All those factors that are related to the concept of entrepreneurial leadership are distinguishing from other styles.

3. Dimensions of entrepreneurial leadership:

- A. Innovations: Giovanni and Lavallo (2019) stated that innovation is considered as an evaluation of new development which strives to provide and spread opportunities that reinforce economic and social prosperity for the society. More particular, it is new optimism in the society, which needs leadership commitment for development and flourishing.
- B. Proactivity: predominantly proactivity is a core mission of entrepreneurial leadership in the process of seeking new opportunities and sharing it. For that, Esmer and Dayi (2018) stated that proactivity is the leader's ability to seek external and internal opportunities and possibilities continuously, and anticipate future needs.
- C. Risk-Taking: Schaltegger and Wagner (2011) explained that risk taking is a

leader's ability to analyze environments to discover the awkward conditions that may occur and damage the organization. Also, stated it as the backbone of the entrepreneurship functions in recognizing and initiatively exploiting opportunities

Second: Organizational Ambidexterity:

1. Concept of organizational ambidexterity: there are various top of views to the concept of organizational ambidexterity among literature as new term in the field of management studies. This research have conceptualized the term of organizational ambidexterity through a number of definitions that have been framed in table number (3)

Table (3): the concept of organizational ambidexterity

The source	Year	The concept of entrepreneurial leadership
Han and Celly	2008	Organizational ambidexterity is rational separating and combining, integrating structural units. They also suggested that strategically differentiating units is through empowering them to choose their goals but in converging and integrating with overall organizational strategies.
Brem	2017	Organizational ambidexterity is highly concerning to distinct between exploration and exploitation of the businesses units in the firm.
Nielsen et al.	2018	Organizational ambidexterity is learning process within social psychological phenomenon; how leaders learn to give priority to exploration and exploitation process within social norms in order to attain right ambidexterity to their organization.
Kodama	2019	Organizational ambidexterity is the role of top management in the challenging of alignment between structures of exploration and exploitation task to build up an opportunity.

Source: By researchers depending on the mentioned sources in the table

According to mentioned above, organizational ambidexterity is the opportunism process through balancing the paradox among exploration, exploitation tasks and structural tasks by same states.

2. Dimensions of organizational ambidexterity:

A.Exploration task of ambidexterity: March (1991) stated that exploration task is the process of experimentation with new potential possibilities within an organization, such as a new technology, as well as markets.

Moreover, exploration is enhancing forward the learning process that is directed to institutionalization of the organization (Lawrence et al. 2005)

- B. Exploitation task of ambidexterity: is processing of existing certainties within the organization, technological possibilities, and markets (March, 1991).
- C. Structural ambidexterity: Burgelman (1991) explained structural ambidexterity as designing separated and differentiated units; subunits in the organization that have their own process. From practical top of view, he stated that is achieved by exploration (alignment-oriented) activities, exploitation (adaptability-oriented) activities by separated teams or units within organizations

Chapter Three

Section one: describe of the research sample: the research sample represented by the managerial positions of international organizations in the city of Erbil. Such as general manager, branch manager, head of department, and head of sections...etc. the number of respondents was (96) from the population the questionnaire have been shred with them. Also (96) of them returned back all of them was suitable and valid for analyzing, responding rate was (100%).

First: Describe Gender: the table number (4) refers to the rate of male was (63.5%), and females was (36.5%) from the searched organizations.

Second: Describe Age: according to the table number (4), the categories of the respondent ages were (16.7%) for less than 30 years old, (25.0%) for the age between 31-35 years old, and (40.6 %) for age between 36-40 years old, and (17.7%) for who is and more than 41 years old. This explained that the most respondents were between (36-40) years old among the searched organizations.

Third: describe the qualifications of the sample: according to table number (4) who holds bachelor degree is the most majority by (68.8%), and (24.0%) was who have masters among respondents. lastly, was (7.3%) for the holders of PHD degree among the respondents of searched organizations.

Fourth: describe the years of work in the current organization: the results of the analysis appear in table (4) distribution of the individuals

responding to the number of years of work in the organization, as it was found that the majority of the individuals responding were those whose length of service in the organizations under study fell within the category (5 years or less) and their percentage amounted to (76%), while the percentage of individuals whose length of service reached (6 - 10 years) in the organization was (18.5%) of the total individuals responding, while the category (11 years and above) came in last place with a percentage of (5.2%).

Section two: describe research variables

First: describe dimensions of entrepreneurial leadership:

- A. Innovation:** the given information of table number (5) refers to the mean, standard deviation for answers on question (X1-X5), which concerns about the opinion of sample, that tend to agree in high rate as the (85.21%) from respondents on the content of the questions. While, (3.54%) rate for disagreement respondents among them, by standards deviation rate (0.821) and mean rate by (4.49). For that, the highest rate of agreement was with question number (X1) by (89.79%), and standard deviation (0.821), mean by (4.49). that refers to the availability and applications of innovation dimension among searched organizations. Accordingly, this is indicating that the searched organizations have the high rate of appropriate organizational climate and suitable environment to enhance innovations activities within the organization. In the same time (X4) got the lowest level agreement by (82.92%) among responses by standard deviation (0.962 %) and mean rate by (4.15). this is meaning the organizations' intensity to allocate financial and material resources to research and development and conducting creative research, and this confirms good levels of agreement. The agreement value coefficient was (82.92%).
- B. Proactivity:** The results of the description of the proactiveness dimension mentioned in table (5) indicate that the percentage of agreement of the sample members' opinions in describing the statements (X6 – X10) tends to agree at a rate of (81.88%). According to the overall index of the statements that were used to measure this indicator, while the percentage of disagreement about it was (5.21%), these values came with an arithmetic mean (4.26) and a standard deviation (0.899), and the levels of importance

for this dimension are evident from the agreement coefficient of (85.13%). From the point of view of the individuals in the sample. These results indicate that the sample members believe that proactiveness came with high levels of agreement and based on the standard values of the arithmetic mean. These results also indicate that the sample members believe that the dimension of proactiveness is one of the necessary implications of entrepreneurial leadership.

To know the details of the phrases that contributed to the increase or decrease in levels of agreement with regard to the proactive dimension, it was found that the phrase (X8) contributed to the highest percentage of agreement amounting to (88.13%), with an arithmetic mean of (4.41). and the standard deviation (0.947), which indicates that organizations have searched for new capabilities in diagnosing and solving problems before they occur and preparing for them.

While the phrase (X6) received the lowest level of participation in enhancing the percentage of agreement at the level of this dimension, as it came with an arithmetic mean (4.13) and a standard deviation (0.921), which indicates that the organizations studied are distinguished by their rapid response to environmental changes and exploiting opportunities to enter into entrepreneurial projects. The good levels of agreement confirm the value of the coefficient of agreement, which reached (82.50%).

C. Risk-taking: the description of the risk-taking dimension mentioned which in table (5) indicate that the percentage of agreement of the sample members' opinions in describing the statements (X11-X15) tends to agree at a rate of (71.67%). According to the overall index of the expressions that were used to measure this indicator, while the percentage of disagreement about it was (10%), these values came with an arithmetic mean (3.91) and a standard deviation (0.998), and the levels of importance for this dimension are evident from the agreement coefficient of (78.21%). From the point of view of the individuals in the sample. These results indicate that the sample members believe that risk-taking came with good levels of agreement and based on the standard values of the arithmetic mean. These results also indicate that the sample members believe that the risk-taking dimension is one of the necessary contents of entrepreneurial leadership.

Table (5): describe the dimensions of entrepreneurial leadership

dimension		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree				
Innovation	Q	5		4		3		2		1		Mean	Standard Deviation	percentage
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
	X1	61	63.54	26	27.08	5	5.21	3	3.13	1	1.04	4.49	0.821	89.79
	X2	37	38.54	42	43.75	14	14.58	2	2.08	1	1.04	4.17	0.829	83.33
	X3	46	47.92	39	40.63	9	9.38	1	1.04	1	1.04	4.33	0.777	86.67
	X4	41	42.71	36	37.5	14	14.58	2	2.08	3	3.13	4.15	0.962	82.92
	X5	45	46.88	36	37.5	12	12.5	2	2.08	1	1.04	4.27	0.84	85.42
average	47.92		37.29		11.25		2.08		1.46		4.28	0.846	85.63	
	85.21						3.54							
proactivity	Q	Strongly Agree		Agree		Neutral		Disagree		ongly Disag		Mean	Standard Deviation	percentag e
		5		4		3		2		1				
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
	X6	39	40.6	37	38.5	14	14.6	5	5.2	1	1	4.13	0.921	82.5
	X7	45	46.9	37	38.5	11	11.5	1	1	2	2.1	4.27	0.864	85.42
	X8	63	65.6	16	16.7	10	10.4	7	7.3	0	0	4.41	0.947	88.13
	X9	49	51	34	35.4	8	8.33	4	4.2	1	1	4.31	0.874	86.25
	X10	43	44.8	30	31.3	19	19.8	4	4.2	0	0	4.17	0.89	83.33
average e	49.79		32.08		12.92		4.38		0.83		4.26	0.899	85.13	
	81.88						5.21							
taking-risk	Q	Strongly Agree		Agree		Neutral		Disagree		ongly Dissag		Mean	Standard Deviation	percentag e
		5		4		3		2		1				
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
	X11	33	34.4	40	41.7	19	19.8	3	3.1	1	1	4.05	0.875	81.04
	X12	22	22.9	47	49	19	19.8	5	5.2	3	3.1	3.83	0.948	76.67
	X13	35	36.5	27	28.1	18	18.8	12	13	4	4.2	3.8	1.184	76.04
	X14	29	30.2	33	34.4	19	19.8	13	14	2	2.1	3.77	1.09	75.42
	X15	34	35.4	44	45.8	13	13.5	3	3.1	2	2.1	4.09	0.895	81.88
average e	31.88		39.79		18.33		7.5		2.5		3.91	0.998	78.21	
	71.67						10							

Source: Conducted by researchers according to results of statistical analysis

Second: describe dimensions of Organizational ambidexterity:

- a. Exploration: The results of the description of the exploratory ambidexterity dimension presented in table (6) indicate to the percentage of agreement among opinions of the sample members for questions between (Y1-Y5) tends to be at a rate of (82.29%) according to the general indicator of the data that was used. To measure this indicator. While the rate of disagreement was (4.38%), these values came with an arithmetic mean (4.20) and a standard deviation (0.857), and it is clear from the agreement coefficient that it reached (84.0%) levels of importance of this dimension among the international organizations that are seeking to attain organizational ambidexterity. While the rate of disagreement was (4.38 %). Moreover, these results indicate that the sample members believe that exploratory proficiency achieved better levels of agreement based on the standard values of the arithmetic mean. Additionally, indicate that the

sample members believe on the exploratory dimension of ambidexterity is one of the necessary implications of organizational ambidexterity. On the other hand, to know the details of the statements that contributed to high or low levels of agreement with regard to the exploratory intensity dimension, according to the table, the item (Y1) contributed to the highest percentage of agreement amounting to (88.96%), with a mean (4.45) and standard deviation (0.709), which indicates the encouragement of the organizations included in it.

The research teaches its employees to generate creative ideas as a contemporary means of achieving excellence. In the same time, the phrase (Y2) obtained the lowest level of participation in enhancing the percentage of agreement at the level of this dimension, as it came with an arithmetic mean (3.99) and a standard deviation (0.957), which indicates that the organizations under study have mechanisms for sensing possibilities from changes and developments that brings potential opportunities. The good levels of agreement confirm the value of the coefficient of agreement, which reached (79.79%).

- b. **Exploitation:** the table (6) clarified that the percentage of agreement among the opinions of the sample members in describing the statements (Y6-Y10) more likely to have agreement at (84.58%) according to the general indicator of the expressions that were used to measure this indicator. Whereas, the volume of disagreement about was (4.79%), these values came with an arithmetic mean (4.25) and a standard deviation (0.854), totally agreement coefficient that was (85.08%). More particularly, these results indicate that sample members believe that exploitative dimension comes with high levels of acceptance and based on standard values of the arithmetic mean. These results also explaining that there is consensus that the dimension of exploitative organizational ambidexterity is one of the necessary contents of organizational ambidexterity as have been explained through theatrical explanations among literature.
- c. **Structural ambidexterity:** to describe the structural dimension of ambidexterity depending on in the table number (6), that the results refers that there is there is agreement on questions between (Y11-Y15) by (69.17%). In the same time, the disagreement was (12.71%), as well as the mean rate was 3.84) and standard deviation was (1.018). The results explain that the sample of the research believed that this dimension comes

with high levels of agreement and based on standard values of the arithmetic mean. These results also indicate that the sample members believe that the dimension of exploitative organizational ambidexterity is one of the necessary contents of organizational ambidexterity. More details, it was found that the phrase (Y8) contributed to the highest percentage of agreement amounting to (86.88%), with an arithmetic mean. (4.34) and the standard deviation (0.868), which indicates the possibility of tracking and developing new pioneering policies, patterns and strategies in the researched organizations in their field of work. While the phrase (Y7) had the lowest level of participation in enhancing the percentage of agreement at the level of this dimension, as it came with an arithmetic mean (4.19) and a standard deviation (0.921), which indicates that organizations take into account the opinions and suggestions of others that lead to the development of the services provided. The good levels of agreement are confirmed by the value of the coefficient of agreement, which reached (83.75%).

Table (6): describe dimensions of organizational ambidexterity

Q	Strongly Agree		Agree		Neutral		Disagree		Strongly Dissagree		Mean	Standard Deviation	percentage
	5		4		3		2		1				
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Y1	54	56.3	32	33.3	9	9.38	1	1	0	0	4.45	0.709	88.96
Y2	32	33.3	39	40.6	20	20.8	2	2.1	3	3.1	3.99	0.957	79.79
Y3	33	34.4	47	49	14	14.6	1	1	1	1	4.15	0.781	82.92
Y4	40	41.7	36	37.5	11	11.5	8	8.3	1	1	4.1	0.978	82.08
Y5	49	51	33	34.4	10	10.4	3	3.1	1	1	4.31	0.862	86.25
average	43.33		38.96		13.33		3.13		1.25		4.2	0.857	84
	82.29						4.38						
Q	Strongly Agree		Agree		Neutral		Disagree		Strongly Dissagree		Mean	Standard Deviation	percentage
	5		4		3		2		1				
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Y6	39	40.6	43	44.8	9	9.38	5	5.2	0	0	4.21	0.82	84.17
Y7	42	43.8	38	39.6	9	9.38	6	6.3	1	1	4.19	0.921	83.75
Y8	52	54.2	30	31.3	10	10.4	3	3.1	1	1	4.34	0.868	86.88
Y9	45	46.9	38	39.6	9	9.38	4	4.2	0	0	4.29	0.807	85.83
Y10	44	45.8	35	36.5	14	14.6	2	2.1	1	1	4.24	0.855	84.79
average	46.25		38.33		10.63		4.17		0.63		4.25	0.854	85.08
	84.58						4.79						
Q	Strongly Agree		Agree		Neutral		Disagree		Strongly Dissagree		Mean	Standard Deviation	percentage
	5		4		3		2		1				
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Y11	27	28.1	45	46.9	13	13.5	10	10	1	1	3.91	0.963	78.13
Y12	17	17.7	41	42.7	26	27.1	10	10	2	2.1	3.64	0.964	72.71
Y13	26	27.1	38	39.6	13	13.5	15	16	4	4.2	3.7	1.153	73.96
Y14	34	35.4	33	34.4	20	20.8	8	8.3	1	1	3.95	0.999	78.96
Y15	37	38.5	34	35.4	15	15.6	9	9.4	1	1	4.01	1.01	80.21
average	29.38		39.79		18.13		10.83		1.88		3.84	1.018	76.79
	69.17						12.71						

Source: conducted by researchers according to results of statistical analysis

According to the above the test accept first research hypothesis which states that "The ordinal importance of the study variables and dimensions vary depending on the nature of international organizations' reliance on them".

Section three: testing the research model and hypothesis

First: the correlation relation among variables: The relation between entrepreneurial leadership and organizational ambidexterity totally, in order to test the second main hypothesis of the research. The correlation coefficient has been utilized to this test. As explained in table number (7)

Table number (7): Correlation relation between variables

Independent variable Dependent variable	Entrepreneurial Leadership IV	Sig.
Organizational Ambidexterity DV	0.737**	(0.000)

(*) Positive in the value (Sig. \leq 0.01)

N=96

Source: conducted by researchers according to results of statistical analysis

Given information in table number (7) explained that there is significant positive correlation relation between entrepreneurial leadership as the independent variable and organizational ambidexterity as dependent variable in total level by value (0.641**) in sig. rate by (0.01). This result proves that there is syndrome relation between both variables. Accordingly, we can realize that increased relying on entrepreneurial leadership practices and implementations; the searched organizations can improve the process of attaining organizational ambidexterity with in the current environment. Therefore, the second hypotheses have been accepted which states that "There is a statistically significant positive relationship between entrepreneurial leadership and organizational ambidexterity, collectively and individually in the searched organizations".

Second: the regression relation among variables

1. Effect of entrepreneurial leadership on organizational ambidexterity: A simple (Regression Coefficiency) test was used in the Enter method to test the direct effect of entrepreneurial leadership on the organizational ambidexterity variable. The results of the analysis presented in Table (8) and at the overall level show that there is an effect of the entrepreneurial leadership variable on the organizational ambidexterity variable, based on the calculated (F) value of (112.081), which is higher than the tabulated (F) value of (3.942) and with degrees of freedom (1, 94), this was confirmed

by the calculated value (F), the significance level value (0.000), which is much lower than the study's default significance level of (0.05), and the following results are also evident from the parameters of this analysis at the total level as explained in the table number (8):

- ❖ In light of the regression equation, the value of (B₀) indicates the presence of organizational ambidexterity through its dimensions with a value of (1.297) when the value of entrepreneurial leadership and its dimensions is equal to zero, which indicates that organizational ambidexterity in the organizations under study, derives part of its characteristics from entrepreneurial leadership. Its dimensions were adopted by the current study, and from here we conclude that organizations' focus on entrepreneurial leadership leads to improving levels of organizational ambidexterity.
- ❖ The value of the marginal slope (B₁) was (0.675), which explains that a change in entrepreneurial leadership of (1) in international organizations will be accompanied by a change in organizational ambidexterity of (0.675), which is a good ratio that can be relied upon in explaining the influential relationship of entrepreneurial leadership in Organizational ambidexterity.
- ❖ The value of the coefficient of determination (R²) was (0.544), which indicates that the change in organizational ambidexterity in international organizations, which amounted to (54.4%), can be attributed to the entrepreneurial leadership variable, and that the remaining percentage (45.6%) of the change in organizational ambidexterity is due to other reasons were not adopted in the current study model.

Table (8): regression analysis between entrepreneurial leadership and organizational ambidexterity

Model	Organizational Ambidexterity					
	Beta	R ²	F			Sig.
			Calculate d value	Table Value	d.f.	
Constant B ₀	1.297	-	-	-	1 94	0.000
Entrepreneurial Leadership B ₁	0.675	0.544	112.081	3.942		

Source: conducted by researchers according to results of statistical analysis

Accordingly, the third hypothesis of the research has been accepted which states that "there is a statistically significant effect at the 0.05 level for the entrepreneurial leadership variable on organizational ambidexterity in the searched organizations.

Chapter four

Conclusions and recommendations

First: Conclusions

1. The results of the statistical analysis explained that the majority of the managers in international organizations in the city of Erbil were male, which is explaining the role of male gender is more dominantly than females according to the culture of working hours or strict applications of leadership instructions.
2. It is clear from the analysis results of the description that the majority of the sample members are from the middle age groups, which indicates their ability to adopt the entrepreneurial leadership style in the searched organizations.
3. The descriptive data showed that the international organizations under study adopt the entrepreneurial leadership style at high levels, and this confirms the organizations' belief in the effectiveness of this leadership style in the current situation which obviously explicit in the answer of the respondents.
4. The results confirmed that the innovation dimension is one of the main dimensions of entrepreneurial leadership through the ability of international organizations to provide the appropriate organizational climate and environment that supports the completion of innovative activities.
5. The results showed a high level of proactive tasks in the international organizations through their possession of good capabilities in diagnosing problems, and this is an indication of the ability of the organizations under study to sense threats and prepare to confront them or limit their negative effects.
6. The results concluded that taking risks is one of the fundamental functions of entrepreneurial leadership process, and this is confirmed by encouraging managements of international organizations to invest potential opportunities. These results support the ability of international organizations to conduct comprehensive studies of up-coming

opportunities, learn about their benefits and challenges, and compare them with alternative opportunities.

7. The results were consistent with exploration task being stated as a crucial dimension for international organizations in order to attain ambidexterity in their sector.
8. The results were consistent with exploitative ambidexterity being considered a major dimension for international organizations because they follow entrepreneurial policies, patterns and strategies according to their sectors.
9. The results confirmed the availability of structural ambidexterity at high levels in international organizations because their structures are distinguished by their ability to adapt to the requirements of alliances and partnerships with other organizations.
10. The results explained a difference rates in the ordinal importance of the two variables, with the same difference in the order of the dimensions for each main variable. This is an indication of the variation in international organizations in the extent to which indicators for each variable are available, and this may be due to the different characteristics of the organizations under study.
11. The statistical analysis demonstrated that the entrepreneurial leadership style leads to the rise of these organizations to the levels of highly ambidexterity organizations.
12. There is an impact of entrepreneurial leadership on organizational ambidexterity in the searched organizations in the process of opportunism.

Second: Recommendations

1. The need for international organizations to focus on assigning administrative tasks to females and benefiting from some of their characteristics such as cooperation, endurance, and the ability to think innovatively through implementing flexible working system, as well as moving towards assigning the mature age group side by side with young people to invest in their expertise and knowledge and benefit from their consultations and experiences through building work team headed by older experts to train younger employees.
2. The research recommends to maintain high levels of study variables and strive seriously to raise these levels by focusing on consolidating the

entrepreneurial leadership style, and adopting the dimensions of organizational ambidexterity.

3. The study emphasizes the necessity of international organizations seeking to conduct and develop scientific research studies by ensuring that the necessary financial and human resources are allocated to achieve this.
4. It is necessary not to blame the management of international organizations for not investing in some opportunities. The focus should be on studying the feasibility of these opportunities by knowing their success or failure rates.
5. It is necessary to direct the attention of the management of international organizations to the importance of increasing the volume of foreign investments by providing all the necessary administrative, technical and financial facilities to attract them to invest their money in projects within the Kurdistan region.
6. The study recommends the need to encourage the Kurdistan Region Government to support international organizations and develop their services by strengthening future-oriented strategic policies.
7. Although the results showed a difference in the ordinal importance of the study variables, as this difference is considered natural and intuitive, the study indicates an increased importance of entrepreneurial leadership, especially the innovative dimension.
8. The reaserch recommend management levels of the international orgnizations to open new training programs for employee in order to share thier visions and knowledge, and experiences for other individuals.

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