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**The Role of Ambidextrous Leadership in Enhancing the Organization's
Status – Analytical Study**

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Abstract: This research investigates the impact of Ambidextrous Leadership (AL) and its associated behaviors (open and closed) on enhancing Organizational Status (OS). The study delves into the relationship between (AL) and key organizational dimensions: organizational identity, reputation, and communication.

In the context of rapid technological advancements, particularly in artificial intelligence (AI), effective leadership is crucial for navigating complex organizational environments. This research explores how Ambidextrous Leadership, a leadership style that balances exploration and exploitation, can be leveraged to harness the potential of (AI) and drive organizational transformation.

The research, conducted at the Federal Public Service Council, employed a descriptive analytical approach. A purposive sample of 90 individuals, including senior management, was selected. Data was collected through a questionnaire and analyzed using SPSS V.26 and AMOS V.24. Statistical techniques such as frequency analysis, correlation analysis, and regression analysis were utilized.

The primary research question explored the extent to which Ambidextrous Leadership contributes to strengthening organizational Status (OS). The findings indicate a significant positive relationship between AL and the three organizational dimensions. The study provides valuable insights into the role of AL in enhancing organizational performance and offers recommendations for its effective implementation, particularly in an era characterized by AI-driven innovation.

دور القيادة الماهرة في تعزيز مكانة المنظمة – دراسة تحليلية

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المستخلص

يبحث هذا البحث في تأثير القيادة البارعة (AL) والسلوكيات المرتبطة بها (المفتوحة والمغلقة) على تعزيز الوضع التنظيمي (OS) ويتعمق البحث في العلاقة بين القيادة البارعة والأبعاد التنظيمية الرئيسية: الهوية التنظيمية والسمعة والتواصل. في سياق التطورات التكنولوجية السريعة، وخاصة في مجال الذكاء الاصطناعي (AI)، تُعد القيادة الفعالة أمراً بالغ الأهمية للتنقل في البيئات التنظيمية المعقدة. يستكشف هذا البحث كيف يمكن الاستفادة من القيادة البارعة، وهو أسلوب قيادة يوازن بين الاستكشاف والاستغلال، لتسخير إمكانات الذكاء الاصطناعي ودفع عجلة التحول التنظيمي. استخدم البحث الذي أجري في المجلس الاتحادي للخدمة العامة، نهجاً تحليلياً وصفيًا. وتم اختيار عينة هادفة من 90 فرداً، بما في ذلك الإدارة العليا. وُجمعت البيانات من خلال استبيان وحُللت باستخدام برنامجي SPSS V.26 و AMOS V.24 واستُخدمت تقنيات إحصائية مثل تحليل الترددات وتحليل الارتباط وتحليل الانحدار. استكشف سؤال البحث الرئيسي مدى مساهمة القيادة البارعة في تعزيز الوضع التنظيمي (OS). تشير النتائج إلى وجود علاقة إيجابية مهمة بين التعلم الآلي والأبعاد التنظيمية الثلاثة. وتقدم الدراسة رؤية قيمة حول دور التعلم الآلي في تحسين أداء المنظمة، وتقدم توصيات لتطبيقه بفعالية، لا سيما في عصر يتميز بالابتكار القائم على الذكاء الاصطناعي. الكلمات المفتاحية: القيادة الماهرة (IN)، الوضع التنظيمي (OF)، الذكاء الاصطناعي (AI)، مجلس الخدمة العامة الفيديالي.

1. Introduction

In light of the rapid developments in the business world, organizations face increasing challenges that require them to be able to innovate and adapt to continuous changes. Leadership plays a crucial role in enabling organizations to meet these challenges and achieve their strategic objectives. Ambidextrous leadership, which combines the ability to explore and search for new opportunities and the ability to optimally exploit existing resources, is considered a promising leadership model in this context.

Despite the increasing importance of ambidextrous leadership, there is a gap in research that focuses on its impact on organizational standing, especially in the context of government institutions. This study seeks to fill this gap by analyzing the relationship between ambidextrous leadership and organizational standing in the Iraqi Federal Service Council.

A descriptive analytical methodology will be used in this study, as data will be collected through a questionnaire directed to a sample of leaders in the council. The data will be analyzed using a set of statistical methods to determine the relationship between different variables. It is expected that this study will contribute to expanding academic knowledge about ambidextrous leadership and provide practical recommendations for Iraqi government institutions to enhance their organizational standing."

2. Literature Review

2-1. Ambidextrous Leadership: Leadership remains a critical factor in organizational success, particularly in today's rapidly evolving business landscape. The advent of technological advancements, such as artificial intelligence (AI), has further intensified the need for effective leadership. Ambidextrous leadership, a style that balances exploration and exploitation, is becoming increasingly important in navigating this complex and dynamic environment. By combining human ingenuity with AI-powered insights, leaders can make informed decisions, drive innovation, and ensure long-term organizational sustainability (Hussein and Ali, 2021: 358). There are many types of leadership that practice different leadership roles to enable organizations to reach the limits of distinction among their counterparts (Ali, 2019: 241). The prevailing leadership style in organizations is the main axis of their work (Muhammad Ali and Zidane, 2019: 192). The concept of "Ambidextrous leadership" appeared in management literature by (Duncan) in (1976) and was developed by (March, 1991), as it was defined by (Enlund & Lorentsson, 2020: 19) as "the ability to enhance exploratory and investment behaviors among employees by improving internal work behaviors" It is the ability to flexibly move between open and closed leadership behaviors and reduce the discrepancy between them by understanding employees' perceptions and expectations while dealing with contradictions represented by exploration and exploitation to reach the set goals (Hassan, 2021: 69). It was defined by (Al-Daraji, 2022: 43) as the ability to enhance exploratory and investment behaviors among subordinates and the ability to manage investment and exploration activities as well as the ability to move between the two with high flexibility to achieve organizational excellence. It was referred to by (Jabeen et al., 2023:102) as a catalyst for innovative work behavior for employees, as leaders encourage employees to demonstrate innovative behaviors to thrive at work by

engaging in exploration and exploitation. Ambidextrous leadership is the most important factor contributing to the development, growth and sustainability of the nature of economic work and the social environment, as cognitive resources are acquired for the purpose of developing Ambidextrous leadership in the leader (Ahmed & Al-Kubaisi, 2021:34). The importance of skillful leadership lies in the role it plays within organizations in developing, enhancing, implementing and providing the necessary requirements to achieve satisfaction for employees and departments in order to reach the desired goals within the organization (Al-Fatlawi, 2023). Ambidextrous leadership includes two types of behaviors, which are (open leadership behaviors and closed leadership behaviors). Open leadership behaviors can be defined as "a set of skills that a leader uses to encourage employees to work and try new things, allow them to think independently, and provide them with support in the face of difficult tiring methods and procedures at work" (Alkhawaldeh, 2020). This type of leadership behavior is one of the reasons for creative initiative and risk-taking by encouraging individuals and giving them room to think independently and go beyond the set boundaries in order to bring new ideas and go out of the ordinary in a way that serves the interest of the organization (Hassan, 2021). Both (2317: 2023, Qahtan & Dawood) explained that it represents the leader's ability to maximize exploratory activities based on open leadership behaviors and flexible transformation of procedures in a motivational manner to enhance the innovative employee's performance and positively explore, generate and implement ideas correctly. Closed leadership behaviors: are a set of behaviors that include taking corrective actions, setting guidelines, and monitoring individuals, units, and departments to achieve the desired goals (Nan & Jian, 2019: 118). Closed leadership behavior is represented by promoting and investing activities within the procedures and rules within the organization (Saeed et al., 2023: 83). It is the behavior that supports the strategies followed by the organization and focuses on achieving goals to a high degree and distinguishes to the maximum extent the benefit from additional improvements to the current creativity in order to ensure and enhance methods and rules for implementing tasks and adherence to routine (Ali & Amanah, 2023: 350).

From the above, Ambidextrous leadership can be defined as a set of characteristics, qualities and behaviors that a skillful leader should possess,

distinguish himself and be unique in the organization, which enables him to find solutions to problems in new and innovative ways, and high flexibility in dealing with these two types of behaviors and their ability to adapt to the conflicting environmental variables and complexities to help employees participate in decisions at the organization level to achieve the desired goals with the highest efficiency.

Therefore, the Key Characteristics of Ambidextrous Leaders are as shown in Figure 1:

1. **Innovative Thinking:** Ambidextrous leaders possess a strong capacity for creative problem-solving, enabling them to devise novel solutions to challenges faced by the organization.
2. **Flexibility:** They demonstrate high adaptability, allowing them to pivot strategies as needed in response to external pressures and internal dynamics.
3. **Collaborative Mindset:** These leaders encourage employee participation in decision-making, fostering a culture of inclusivity and shared ownership of organizational goals.
4. **Visionary Perspective:** Ambidextrous leaders maintain a forward-thinking outlook, balancing short-term objectives with long-term aspirations.
5. **Emotional Intelligence:** They exhibit strong interpersonal skills, understanding the needs and motivations of their team members, which enhances engagement and morale.

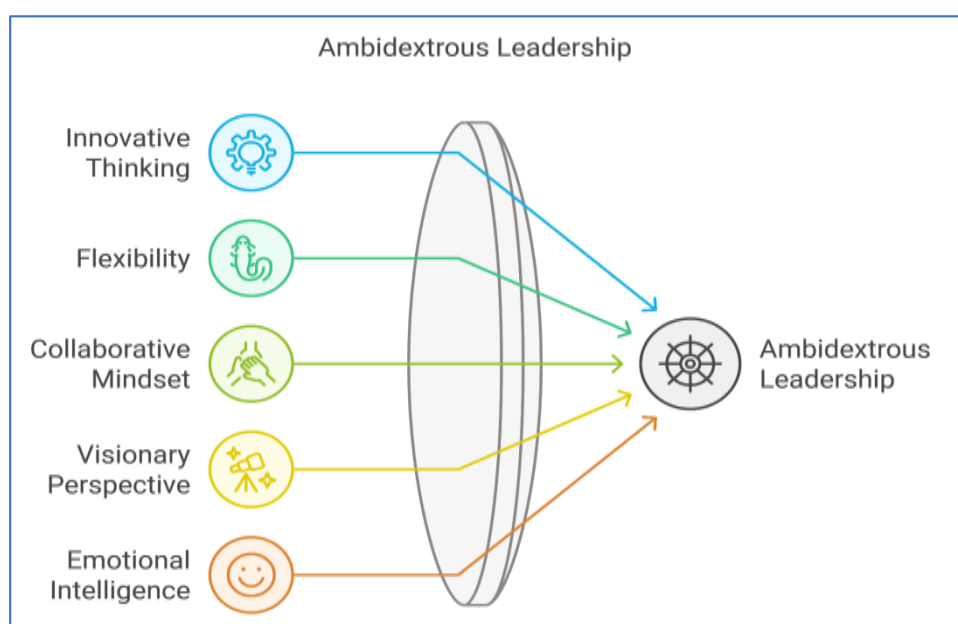


Figure (1): Ambidextrous Leadership Characteristics

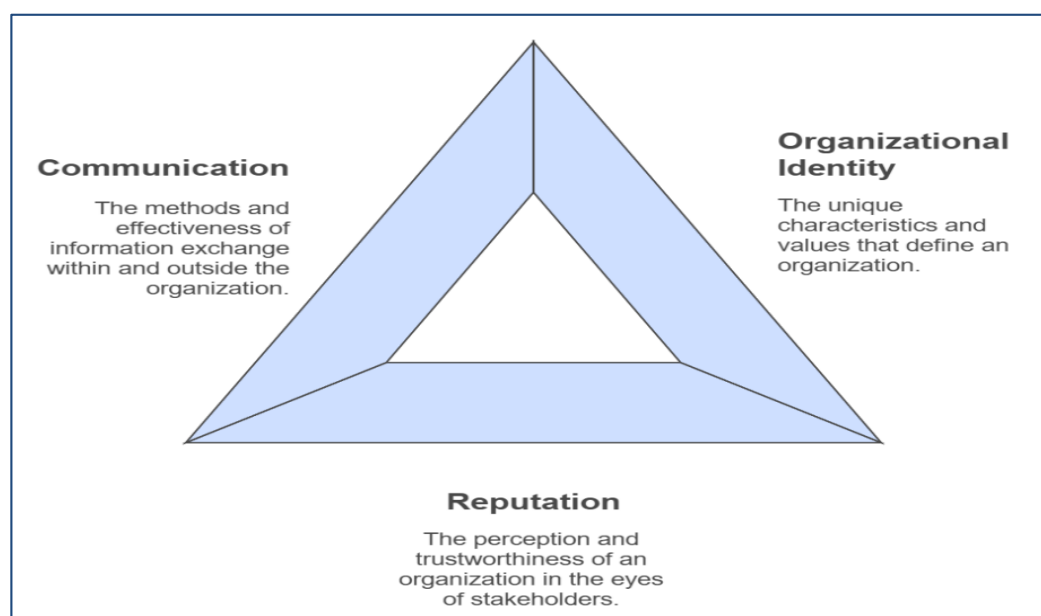
Source: Prepared by researchers based on theoretical references

2-2. Organizational Status: Position refers to perceived organizational Status (prestige, position), also known as external perceptions or organizational image, which refers to the interpretation that employees hold about external beliefs about their organization (Dutton et al., 1994). Another similar concept is organizational reputation, which reflects what external stakeholders think and feel about the company (Veh et al., 2019).

It is the perception and impression that the organization leaves in the minds of its employees as well as external parties dealing with it, which reflects a distinct value and status for them, in a way that contributes to creating a positive reputation for the organization and leads to achieving a competitive advantage in which it excels over its peers (Jalil, 2023: 126). (Zanati, 2024: 841) referred to it as the degree that reflects the organization's occupying a distinguished status when compared to other organizations, enabling it to achieve sustainability and competitive advantage. Status contributes to helping the organization develop employees by achieving (self-awareness, self-distinction, self-respect), which in turn leads to the advancement of employees within what is called the term organizational citizenship (Saboor & Rehman, 2018: 1006). It constitutes a fundamental pillar in creating a sense of satisfaction and loyalty among the individuals working in it, and an important starting point that contributes to enhancing organizational excellence by giving the organization the ability to form a center of attraction and attraction for investors and talented workers, which opens the way for the organization to move towards drawing a distinguished image that makes others express positive views towards it, by working to provide the best services that suit segments of society (Bright, 2021: 35).

The organizational status includes a set of dimensions, the most important of which are (organizational identity, organizational reputation, communication) As shown in Figure (2), and organizations always need to establish the concept of organizational identity because its importance makes all individuals working in the organization keen on its growth, survival, continuity and success, and it works to formulate trends, beliefs and personal goals that determine individuals' behaviors and affect their lifestyle, methods of performing their work and social activities (Kashkousha, 2022). It was defined by both (Jessica & Peter, 2018) as the process by which the

individual becomes integrated into work and includes all processes of developing skills and acquiring a set of behavioral patterns that are appropriate for work and result in the process of adapting to the standards and values of the work group. The organization's reputation has become a



major distinguishing feature and a powerful competitive weapon that all organizations seek to possess (Abdul Karim and Saeed, 2021: 194).

Figure (2): Organizational Status Dimensions

Source: Prepared by researchers based on theoretical references

Organizational reputation is viewed as a package of compensation, welfare and respect for its members, providing products and services to its community and valuing those overall contributions in the public interest (Saeed & Abbas, 2017: 150). Organizational reputation is one of the pillars of intangible assets, organizational excellence and high performance (Shaheen & Al-Taie, 2024: 22). Communication plays a fundamental role in facilitating or complicating the performance of an individual's work, and since it means conveying information from any individual in the organizational structure to another individual, it is impossible to imagine an organization or management without means of communication. Therefore, Simon says in this regard, "Without communication, there is no 'organization'" (Al-Qadimi, 2019). This topic has now become compatible with applied ethics, a common and completely necessary matter through digital communication, as it is related to what we feel in well-being, and in

its use and its relationship to our moral awareness. It always requires a collaborative dialogue and joint and well-distributed work among team members to apply the benefits and positive effects of emotional intelligence (Burr et al., 2020).

Therefore, the organization's status can be defined as a comprehensive term that integrates the organization's reputation and external image (the views of external stakeholders) with the internal identity related to (the impression of the organization's individuals) to establish a prestigious moral presence for the organization in front of its competitors in the business environment, stemming from its belief in the efforts made by the working individuals to maintain continuity and organizational superiority.

This research provides a valuable contribution to understanding the relationship between Ambidextrous leadership and the organization's status. Organizations can benefit from the results of this research to develop their leadership practices and improve their competitive position, as they are capable of raising the level of field performance of organizations and working to realize and achieve a distinguished organizational status in their field of work.

3. Previous studies and Relationships and Hypothesis Formulation: The study (Al-Fatlawi, 2023) came under the title The impact of Ambidextrous leadership in enhancing strategic learning processes: An analytical survey study of the opinions of a sample of university leaders and private colleges in the Middle Euphrates region, and aimed to test the impact of the extent of adopting Ambidextrous leadership behaviors in enhancing strategic learning processes for the research sample, and the most important thing that the study reached was the existence of a correlation and a significant effect of Ambidextrous leadership in its two dimensions within the work environment in enhancing strategic learning processes for those private universities and colleges.

The study (Tang & Wei, 2022) was entitled How Ambidextrous leadership and employee self-efficacy affect the organization's system used. The study aimed to investigate the effect of Ambidextrous leadership at the team level on employees who use the organization's system through their self-efficacy. The study concluded that Ambidextrous leadership affects the creativity of employees' self-efficacy and self-performance effectiveness, and improves employees' use of environmental systems.

The study (Jalil, 2023) entitled *Leader-Member Reciprocity and its Impact on Organizational Status through the Mediation of Psychological Capital*, aimed to test the relationship of the impact of (leader-member reciprocity) as an independent variable on organizational status as a dependent variable, through the mediating variable represented by psychological capital in the departments and branches of the Iraqi Ministry of Education's central departments. The results of the study showed that the ministry's administration under study was characterized by good leader-member reciprocity behaviors, as most of the sample's responses were between approval and neutrality on most of the paragraphs related to this leadership style, as it came after contribution in first place, while loyalty came in last place in the sequence of the four dimensions of leader-member reciprocity, in addition to their possession of a good level of hope that gives them intellectual openness in performing the tasks assigned to them and actively striving to achieve work goals.

The study (Sharma & Tanwar, 2023) showed the organization's intention to pursue the goal through the employer brand, the person's organizational fit, and the perceived organizational status. The most important objectives of the study were to analyze the impact of the dimensions of the employer brand on the candidate's intention to pursue the employer. The most important results were the existence of a statistically significant relationship between the independent variables (job promotion opportunity, work culture, company reputation, salary and other incentives, corporate social responsibility and ethics and the intention to pursue the organization (the independent variable).

The study (Diskienė & Paulienė, 2018) entitled *Leadership as Identity Creation in the New Leadership Model*, aimed to prove that new leadership should not be viewed as something that can be acquired or learned individually, but rather as a dynamic process resulting from interaction and reciprocity between people within the organization and clearly depends on the context and even more on each of them, the identity of the participant expressed through self-competencies and relationships with people. The research results increase the authors' vision of the root causes of the phenomenon of leadership identity so far and allow managers of the organizations under study to focus and recognize the problems better.

While the study (Hamid et al., 2021) clarified the role of skilled leadership behaviors in enhancing organizational reputation, and aimed to verify the extent of the relationship of association and influence between Ambidextrous leadership behaviors (as an explanatory variable) and the organizational reputation of the organization (as a responding variable). The most important results were the presence of a positive, direct, significant correlation between Ambidextrous leadership and organizational reputation, which means that the company's leaders are working properly and benefiting from the leadership Ambidextrous they possess in enhancing the organizational reputation in order to innovate and develop services that will positively reflect on the reputation of their organization. The research hypotheses can be explained as follows based on the above:

H₁: There is a statistically significant correlation between Ambidextrous leadership and the organization's status and dimensions.

H₂: There is a statistically significant effect of the Ambidextrous leadership variable on the organization's status and dimensions variable.

4. Research methodology: The dynamic business environments necessitate effective leadership to navigate complex challenges and ensure organizational success. This research focuses on the potential of Ambidextrous Leadership (AL) to enhance an organization's status. Research Questions:

Main Question: To what extent does Ambidextrous Leadership contribute to strengthening an organization's status? And the Sub-questions:

- ❖ Is there a statistically significant correlation between Ambidextrous Leadership and the various dimensions of organizational status (organizational identity, reputation, and communication)?
- ❖ Does Ambidextrous Leadership have a significant positive effect on the overall organizational status?

This research aims to explore the relationship between ambidextrous leadership and organizational status, focusing on the context of the Federal Public Service Council. The importance of this research is:

- Expanding academic knowledge: The research contributes to expanding academic knowledge on the relationship between ambidextrous leadership and organizational status, which enriches the existing literature in the field of leadership and management.

- Scrutinizing existing theories: The research can provide empirical evidence that supports or modifies existing theories on ambidextrous leadership and how it affects organizational performance.
- Building a new theoretical framework: The research may lead to the development of a new theoretical framework or modifying an existing theoretical framework to include the role of ambidextrous leadership in enhancing organizational status, especially in the context of government institutions.
- Identifying knowledge gaps: The research can identify knowledge gaps in the existing literature, which encourages further research in this area.
- Improving organizational performance: The research provides practical recommendations for organizations, especially the Federal Public Service Council, on how to apply ambidextrous leadership to improve their performance and enhance their status.
- Developing leadership training programs: The results of the research can be used to develop leadership training programs that focus on developing ambidextrous leadership skills.
- Strategic decision making: The research helps decision makers in organizations make informed strategic decisions about leadership development and competency building. Enhancing organizational
- competitiveness: As the expected results of the research indicate, skilled leadership can contribute to enhancing the competitiveness of government organizations and providing better services to citizens.

Based on the research problem, questions, and significance, the following research objectives can be formulated:

1. **To investigate the relationship between Ambidextrous Leadership and Organizational Status:** This objective aims to examine the correlation between the two variables and determine the extent to which AL contributes to enhancing OS.
2. **To explore the impact of Ambidextrous Leadership on the dimensions of Organizational Status:** This objective focuses on understanding the specific effects of AL on organizational identity, reputation, and communication.
3. **To develop a conceptual framework** that explains the mechanisms through which Ambidextrous Leadership influences Organizational Status in the context of the Federal Public Service Council.

4. **To provide practical recommendations** for the Federal Public Service Council to enhance its organizational status through the effective implementation of Ambidextrous Leadership.

4-1. Proposed research model: Figure 3 illustrates the nature of the proposed relationship between the independent variable, ambidextrous leadership, and the dependent variable, organizational status, with its dimensions (organizational identity, reputation, and communications).

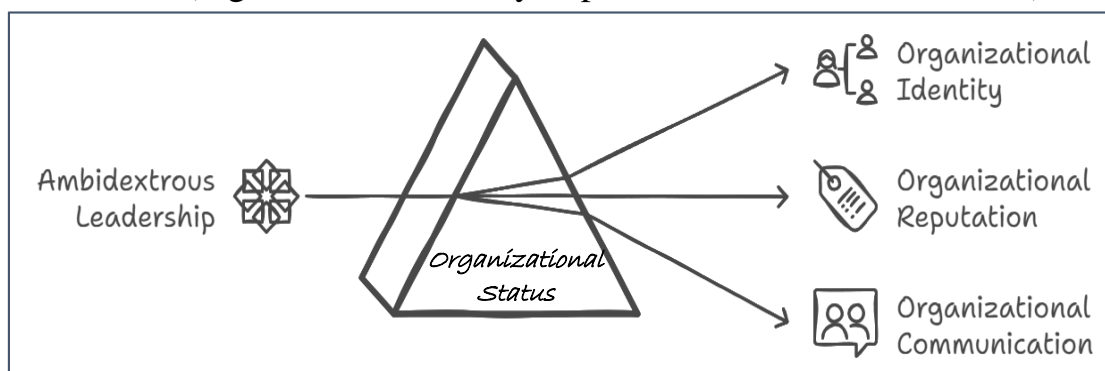


Figure (3): Proposed research model

Source: Prepared by researchers

4-2 Scientific research method: Given the nature of the study, which aims to understand a complex phenomenon such as the relationship between ambidextrous leadership and organizational status, the descriptive analytical approach was chosen as the most appropriate method. This method allows for the collection of diverse data from different sources and their in-depth analysis, which contributes to obtaining accurate and comprehensive results.

4-3 Research community and sample: The Federal Public Service Council was chosen to implement the practical aspect of the research, as the size of the community was determined after the researcher reviewed the authority's records, which included lists of community numbers. Therefore, the researcher distributed (100) questionnaires to various senior and middle management leaders in the Council, numbering (106) members, in order to fully represent the community using the intentional sampling method. (90) Valid questionnaires were retrieved for statistical analysis, and the rest were not valid for analysis, numbering (10) questionnaires that were not retrieved. Table (1): shows the demographic information of the research sample

Table (1): Demographic information of the sample

Attribute	Category	Frequency	Percentage
Gender	Male	44	49%
	Female	46	51%
	Total	90	100%
Age	25 years and under	0	0%
	25 less than 30 years	2	2%
	30 less than 35 years	5	6%
	35 less than 40 years	6	7%
	40 less than 45 years	9	10%
	45 years and over	68	76%
	Total	90	100%
Educational attainment	Less than preparatory	0	0%
	Technical Diploma	0	0%
	Bachelor's	67	74%
	Higher Diploma	1	1%
	master	6	7%
	doctorate	16	18%
	Total	90	100%
Number of years of service	Less than 4 years	1	1%
	less than 10 years 5	3	3%
	10 less than 15 years	2	2%
	15 less than 20 years	17	19%
	20 under 25 years	19	21%
	25 years and above	48	53%
	Total	90	100%

Table (1) contains demographic data, providing an individual analysis of the research sample, showing a set of distinctive personal characteristics and outstanding skills possessed by the sample. This analysis is necessary to understand the sample's personal characteristics and readiness to participate in the proposed research questionnaire.

- ❖ **Gender:** The table shows a relative balance between males and females in the sample studied at the Federal Public Service Council, where males constitute 49% of the sample, equivalent to 44 individuals, while females constitute 51%, equivalent to 46 individuals. This balanced distribution

reflects the diversity and inclusiveness of Gender representation in the Federal Public Service Council. This balance is considered particularly positive in the work environment, where balanced gender representation impacts the work environment in a comprehensive and fair manner.

- ❖ **Age:** The table shows a diverse distribution of the ages of the sample studied in the Federal Public Service Council. There is no representation of individuals under the age of 25. The age group from 25 to less than 30 years represents 2% of the sample, equivalent to 2 individuals. While the age group from 30 to less than 35 years represents 6%, equivalent to 5 individuals. The age group from 35 to less than 40 years represents 7% of the sample, equivalent to 6 individuals. The age group from 40 to less than 45 years represents 10%, equivalent to 9 individuals. The age group from 45 years and above is the most represented at 76%, equivalent to 68 individuals. This distribution reflects the age diversity in the Federal Public Service Council and is considered positive, contributing to achieving a work environment with multiple experiences and ideas.
- ❖ **Educational attainment:** The table shows a diverse distribution of educational attainment of the sample studied in the Federal Public Service Council. The category with a preparatory education or less represents 0% of the sample, equivalent to 0 individuals. While the category with a technical diploma represents 0%, equivalent to 0 individuals. The category with a bachelor's degree is the most represented at 74%, equivalent to 67 individuals. The category with a higher diploma represents 1%, equivalent to only one individual. As for the category with a master's degree, it represents 7%, equivalent to 6 individuals. There is 17% representation for 16 individuals with a doctorate. This distribution reflects the diversity in educational levels among the sample members and is considered positive, contributing to achieving a multi-skilled and multi-knowledge work environment.
- ❖ **Number of years of service:** The table shows a diverse distribution of the number of years of service for the studied sample in the Federal Public Service Council. The category with less than 4 years of service represents 1% of the sample, equivalent to only one individual. While the category with 5 to less than 10 years of service represents 3%, equivalent to 3 individuals. The category with 10 to less than 15 years of service represents 2% of the sample, equivalent to 2 individuals. The category with 15 to less than 20

years of service represents 19%, equivalent to 17 individuals. The category with 20 to less than 25 years of service represents 21% of the sample, equivalent to 19 individuals. The category with 25 years of service or more is the most represented at 53%, equivalent to 48 individuals. This distribution reflects the diversity of practical experiences among the sample members and is considered positive, contributing to achieving a work environment that combines long experiences and new ideas.

5. Results Discussion

5-1. Definition of variables: Both (Hassan, 2021; Fatiha and Bushra, 2023; Kahli and Nasiha, 2020; Sardani, 2022; Ishag, K. I. A. 2021) presented measures that can be used in this research as a descriptive measure of the method to measure the research variables and its dimensions. The following statistical research tools were used: frequency analysis, percentages, arithmetic mean, standard deviation, coefficient of variation, Cronbach's alpha coefficient, data distribution test, exploratory factor analysis, confirmatory factor analysis, Pearson's correlation coefficient, and simple linear regression.

Confirmatory factor analysis was used to ensure the validity of the questionnaire construction, where the applied statistical program (AMOS) was used for this purpose. Figures (4) and (5) show the structure of the variables and paragraphs, and include the saturation coefficients for the paragraphs with the dimensions. These saturation values should start from (40%) or more to indicate the quality of the fit.

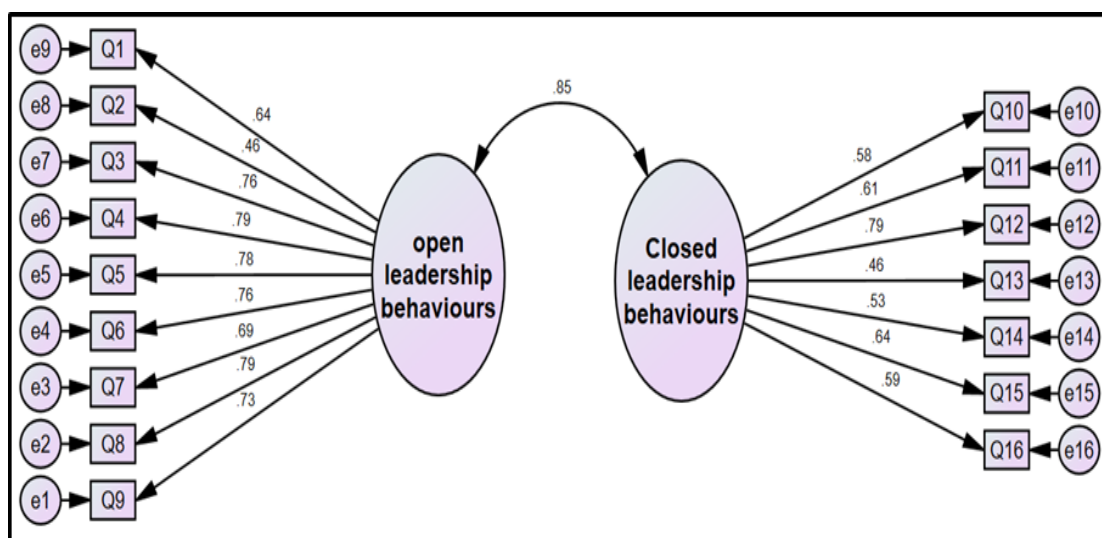


Figure (4): Confirmatory factor analysis of the dimensions of ambidextrous leadership

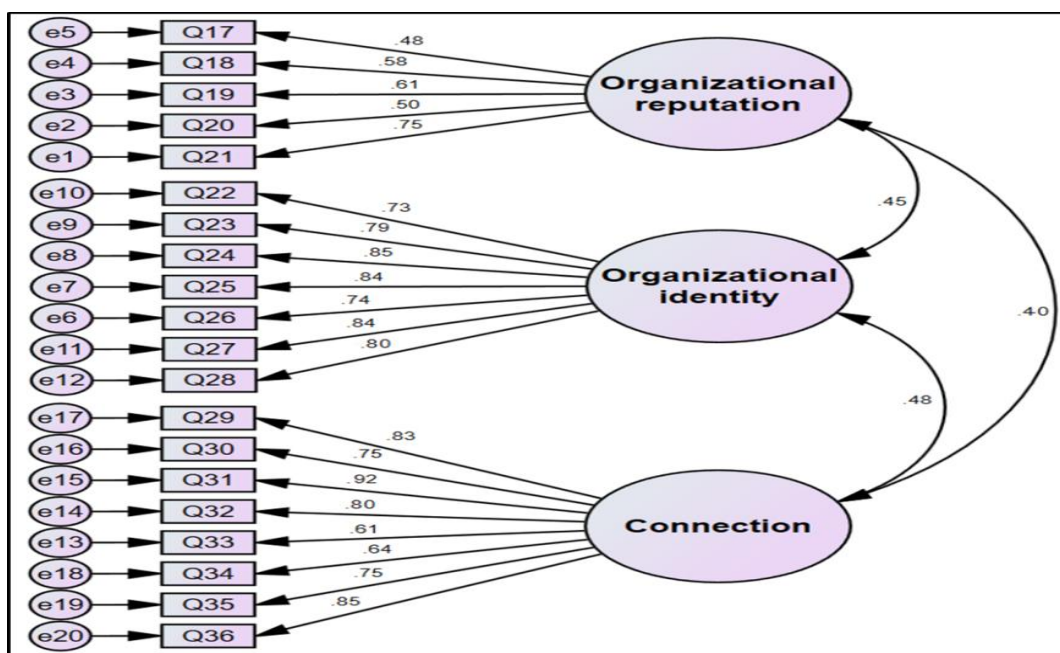


Figure (5): Confirmatory factor analysis of the dimensions of the organization's status.

The test results showed the adequacy of the research sample with a KMO statistical value greater than 0.50, indicating the suitability of the sample size to conduct exploratory factor analysis. Bartlett's Test also showed a significance level for the Chi-Square value of 0.000, which is less than 0.05, indicating the existence of a statistically significant correlation between the scale items. Table (2) shows the details of the test results.

Table (2): The KMO and Bartlett's Tests

Dimensions	Kaiser-Meyer-Olkin	Chi-Square	Df	Sig
Open Leadership Behaviors	0.858	345.943	36	0.000
Closed Leadership Behaviors	0.716	82.183	21	0.000
Organization Reputation	0.669	48.697	10	0.000
Organizational Identity	0.854	355.354	21	0.000
Communication	0.620	150.923	28	0.000

5-2. Testing research hypotheses: The current item revolves around analyzing the relationship between the research axes and sub-variables using analytical statistical methods represented by Pearson's correlation

coefficient, and determining the extent of their attractiveness and convergence from their repulsion and divergence, then stating the accuracy of choosing these components and their belonging to the same community, and the research variables were as follows: ambidextrous leadership with its dimensions (open leadership behaviors and closed leadership behaviors) and the status of the organization with its dimensions (organizational identity, organizational reputation, and connection).

First: Testing the first main hypothesis: There is a statistically significant correlation between ambidextrous leadership and the organization's status and dimensions.

From Table (3) the Pearson correlation coefficient reaches a value of (**0.704), which is considered a strong direct relationship. Although the number of items is 90, the value of the probability of error is equal to (0.000), which is much less than the value of statistical significance (0.05). Based on these results, it can be concluded that there is a strong relationship between skillful leadership and the status of the organization. Based on this data, the first main hypothesis is accepted. Table (3) indicates the correlation between the variable of skillful leadership and the variable of the status of the organization.

Table (3): The correlation between ambidextrous leadership and the organization's status

Organizational status	Communication	Organizational identity	Organizational reputation	Variables	
.709**	.448**	.741**	.537**	correlation value	Open Leadership Behaviours
0.000	0.000	0.000	0.000	Sig.	
90				N	
.563**	.367**	.586**	.422**	correlation value	Closed Driving Behaviours
0.000	0.000	0.000	0.000	Sig.	
90				N	
.704**	.450**	.735**	.531**	correlation value	Ambidextrous Leadership
0.000	0.000	0.000	0.000	Sig.	
90				N	
**. Correlation is significant at the 0.01 level (2-tailed).					

Second: Testing the second main hypothesis: There is a statistically significant effect of the variable of ambidextrous leadership on the variable of the organization's status and its dimensions.

Based on Table (4) which displays the impact values of the ambidextrous leadership variable on the organization's status variable, it is noted that the value ($\alpha = 0.737$) is considered the lowest possible value for the organization's status. In addition, it is noted that the value ($\beta = 0.718$) indicates that there is a direct impact of ambidextrous leadership on the organization's status. The value of $t(\beta)$ is (9.308), which shows that this impact is statistically significant (Sig. (β) = 0.000). The value of the coefficient of determination (R^2) is (0.496), which means that 49.6% of the variance in the organization's status variable can be explained by ambidextrous leadership. The value of the (F) test, which is equal to (86.647), shows that there is a statistically significant impact of ambidextrous leadership on the organization's status, as the value of the probability of error (Sig.(F) = 0.000) is less than the level of statistical significance (0.05). The regression equation is:

$$\text{Organizational status} = 0.737 + 0.718 * \text{Ambidextrous leadership}$$

Based on these results, the second main hypothesis is accepted. Table (4) indicates the relationship of the influence of the variable of ambidextrous leadership on the variable of the organization's status.

Table (4): Effect values of ambidextrous on the organization's status

Organization's Status							Variables
Sig.(F)	F	R ²	Sig.(B)	t(β)	β	α	
0.000	89.078	0.503	0.000	9.438	0.577	1.258	Open Leadership Behaviours
0.000	40.893	0.317	0.000	6.395	0.623	1.036	Closed Leadership Behaviours
0.000	86.647	0.496	0.000	9.308	0.718	0.737	Ambidextrous Leadership

6. Conclusions: The conclusions were formulated based on the results of the statistical analysis and included the following:

- A.** The results showed that applying creative problem-solving techniques, such as brainstorming and the Delphi technique, contributes significantly to enhancing creativity and innovation within the Federal Public Service Council. This supports theories that indicate that creating a work environment that encourages critical thinking and creativity leads to the development of new products and services. Encouraging senior management to adopt them enhances the competitive spirit within the organization.
- B.** The results showed that strict rules and procedures contributed to achieving discipline and organization within the organization. These rules establish a clear framework for performance and clearly define responsibilities, which increases the effectiveness of operations management. Thanks to strict procedures, the quality of work and reliability in the implementation of tasks are ensured. Methods are standardized and specific standards are ensured, which reduces work errors and improves the quality of products or services provided.
- C.** It has been shown that ambidextrous leadership in its dimensions has a positive impact on the organization's status. That is, there is a balance between the ability to make decisions quickly and interact effectively with employees and the surrounding community. It has contributed to enhancing the organization's reputation and its positive impact in the market and among stakeholders.
- D.** It requires leaders within the organization to be aware of the importance of balancing closed and open behaviors. And to promote this culture within the organization through continuous training and development of leaders on how to implement each type of behavior in the appropriate context. And to encourage effective and transparent communication within it, whether in decision-making processes or in the exchange of important information. This contributes to enhancing trust between teams and improving overall performance.

Research limitations: When an organization encourages critical thinking and creativity, it opens the door to developing new products and services and improving overall performance.

Clear rules define responsibilities and contribute to improving administrative performance. They also ensure quality of work and reduce errors.

Balanced leadership contributes to building strong relationships with customers and partners and improving the organization's image.

Leaders should be able to adapt to different situations and make appropriate decisions in each case. They should also encourage open and transparent communication among employees.

Practical applications begin with employee training: organizing training programs to teach employees creativity and problem-solving skills.

System development: developing clear and flexible work systems to facilitate workflow.

Building strong relationships: building strong relationships with employees, customers and partners.

Encouraging communication: encouraging open and transparent communication among all members of the organization.

Suggestions for future research: Long-term studies: conducting long-term studies to measure the long-term impact of the changes being made.

A comparison between sectors: comparing results between different government sectors. Qualitative studies: conducting qualitative studies to gain a deeper understanding of employees' opinions on these issues. Multi-method studies: combining quantitative and qualitative methods to obtain more comprehensive results.

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