



## The Role of Ambidextrous Leadership Behaviors in Enhancing Organizational Energy : An Analytical Research General AL-Faris Company

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### Abstract

The current research aims to identify the impact of ambidextrous leadership behaviors on organizational energy in AL-Faris Company. The descriptive analytical method was used as a research approach. Adept leadership includes two dimensions (open leadership behaviors and closed leadership behaviors), and organizational energy includes three dimensions (emotional energy, physical energy, and cognitive energy ). The research sample included all the administrative leaders (General Manager, Associate General manager, Department Manager, Division Official ) in AL-Faris Company / the Iraqi Ministry of Industry. The researcher distributed (74) valid questionnaires after retrieving (53) questionnaires, and the research relied on the statistical package (SPSS). The results indicated that there is a strong effect and a high correlation between the research variables. The most important dimensions of ambidextrous leadership behaviors are open leadership behaviors, which have a high impact on organizational energy. However, there is a weakness in the involvement of individuals in decision-making and the advertising side AL-Faris Company.

**Keywords:** Ambidextrous leadership behaviors, Open leadership behaviors , Closed leadership behaviors Organizational energy.

Paper type: Research paper

## 1. Introduction

The current environment is characterized by extreme complexity and uncertainty, due to the tremendous development in the technological aspect, which requires organizations to devise important ways to enhance organizational energy. The best way to motivate workers is the presence of ambidextrous leadership that enables individuals to perform properly. As individuals are the basis whom in their absence organizations are empty and insignificant entities, the research seeks to address the problem of knowing the role of ambidextrous leadership behaviors in enhancing organizational energy in Al-Faris General Company of the Ministry of Industry and Minerals (AGCMI) that was chosen as a field study for its importance at the national level for the industries sector. Therefore, our research will include several axes, including the theoretical aspect of the research variables and then the research methodology, followed by the practical aspect of the research and finally the conclusions.

The importance of research stems from the variables studied, exemplified by ambidextrous leadership behaviors and organizational energy, that are recent and important variables and contribute to providing theoretical knowledge to business organizations about these administrative terms because they represent a crucial role in achieving institutional excellence, in addition to the importance of research through its application in AL-Faris Company, which is one of the effective companies affiliated with the Ministry of Industry and Minerals. This research is expected to pave the way for future studies on the subject of ambidextrous leadership behaviors and organizational energy.

The research aims to know the relative importance of ambidextrous leadership behaviors and their dimensions to know the level of organizational energy availability in AL-Faris Company and to identify the relationship and influence between the variable of ambidextrous leadership behaviors and the variable of organizational energy.

The world today is witnessing in light of globalization a rapid development at the economic, political, and social levels. Organizational energy is one of the means that affect the success of organizations. Business organizations can face problems in how they maintain their organizational capacity. If ambidextrous leadership behaviors provide any weakness in the organization's energy, that will negatively affect its survival in work; hence, the problem of our research is summarized in the weakness in the organizational energy in Al-Faris General Company through several questions:

- What is the relative importance of ambidextrous leadership behaviors from the point of view of the respondents in AGCMI?
- What is the relative importance of organizational energy from the point of view of the respondents in AGCMI?
- What is the nature of the relationship between the research variables in terms of influence and relationship from the point of view of the respondents in AGCMI?

## **2. The Theoretical Side**

### **2.1. Ambidextrous leadership concept**

The concept of dexterity (ambidexterity) appeared for the first time by Duncan (1976), who was the first to use the term "Organizational Virtuosity", which means creativity in work to achieve excellence and high performance (Hassan, 2021: 49), and ingenious leadership has received increasing attention. In the field of research, the first model of ambidextrous leadership was developed by (Vera and Crossan, 2004), which shows the need for the organizational learning process for a complex style of leadership, as the operational processes grow and develop under the umbrella of transactional leadership at certain times, and then develop and grow significantly in the shadow of transformational leadership (Al-Tamimi, 2019: 47). The term organizational ambidexterity has been used in several fields, starting with organizational learning and then moving to other research fields such as technology, creativity management, organizational adaptation, organizational design, and organizational behavior. Although the researchers' development of the concept of organizational ingenuity was addressed from different perspectives and in certain situations, they agreed that organizational ingenuity is an essence focused on how to discover activities and opportunities and how to invest them to achieve high performance (Daoud, 2019: 42). Ambidextrous leadership is defined as the ability that enables the leader to use open and closed behaviors and employ this in promoting investment and exploratory activities related to the organization, which leads to raising the level of efficiency achieved as well as increasing effectiveness in achieving the desired goals (Hassan, 2021: 52), while ambidextrous leadership is defined as the leader's ability to reconcile exploration and to enhance the organization's ability to seize opportunities and avoid threats (Al-Eida, 2020: 165). However, some believe that ambidextrous leadership is nothing but behaviors aimed at enhancing the leader's ability to reduce harmful behaviors and demonstrate desirable behaviors by improving exploration and investment (Ahlers and Wilms, 2017: 4).

### **2.2. The importance of ambidextrous leadership:**

Researchers emphasize the vital and important role of ambidextrous leadership in managing different organizations in light of the environmental complexity and the increase in competition (Coleman, 2016: 22), showing the importance of ambidextrous leadership behaviors in enabling the organization to effectively adapt its environment and to decide on the long-term survival of the organization (Kraft, 2018: 4). Organizations that interact with the dynamic environment cannot succeed without the use of ambidextrous leadership (Kassotaki, 2022:7). Thus, the importance of point out the importance of ambidextrous leadership by the following :( Probst,2011:333)

- enhancing performance by paying attention to adaptive or flexible culture and fixed or normative culture;
- responding to the dynamic environment and the complexities of the work;
- meeting the demands, which make personnel effective;
- developing leadership methods or programs that aim to establish leaders' confidence in them, enhance culture and enhance performance; and
- nurturing and developing a culture of adaptation and consistency, which will be beneficial to both leaders and employees.

### **2.3. Ambidextrous leadership behaviors:**

Ambidextrous leadership behaviors can be divided into two types (Mascareño, 2021:534):-

- **Open leadership behaviors**

Organizations are now considered an open system that interacts with the surrounding environment to ensure survival, growth, and continuity (Al-Anzi, 2019: 304). An open leadership behavior means that employees have more freedom to accomplish specific tasks and a leader who engages in open leadership behavior to encourage creating new ideas and solutions (Zacher and Rosing, 2015:19). This type of leader behavior is one of the reasons for creative initiative and risk by motivating individuals and giving them room to think more independently and exceeding the limits set to bring in new ideas and deviate from the norm in the interest of the organization (Hassan, 2021: 56).

- **Closed leadership behaviors**

The behaviors that focus on achieving efficiency reduce variation and differentiate the performance of employees, such as committing to work, emphasizing the application of laws, executing objectives, and taking correct actions when they are necessary (Zacher and Wildon, 2014: 813). A leader adopts these behaviors when it is necessary for individuals to ensure that the tasks assigned to them are carried out (Coleman, 2016:37-38). The closed-loop leadership behaviors are an exceptional and immediate situation, which may be satisfied with the familiar, fear of the unknown, and a sense of danger that lead to the reinforcement of closed behaviors (Zarar and Sherwani, 2021: 614).

The open behaviors of leadership and the closed behaviors are related to each other, so it is difficult to separate them clearly. Therefore, a successful leader needs the two types together for successful leadership (Seetge, 2012:16).

### **2.4. The organizational energy concept:**

Energy concept has taken a major role in the theories of psychology within the scope of human performance and the roots of this concept go back to ancient Asian cultures, but the real beginning of the emergence of the concept of energy in the organizational workplace started from the individual level, that is, from the individual's productive energy, but today the degree of attention has changed and is directed towards organizational energy at the level of the organization (Najla and Al-Rabeh, 2021: 19). Energy is defined as the ability, and the word energy is a Greek word (Energia) that means process or activity, and (Energos) means active work, making it able to achieve its goals in a way that distinguishes it from other organizations (Aujan, 2019: 32). The researcher (Adams, 1984) is the first who uses this concept in the organizational context; he defines energy as the ability to work or accomplish work. Levy and Merry (1986) describe energy as the level of spirit, morale, enthusiasm, motivation, and speed of performance; it embodies the vitality and endurance of organizational life (Alwan, 2021: 27). The roots of the organizational energy concept are based on social psychology, organizational psychology, and more recently, positive psychology, where the emergence of this concept has been linked to the flow theory including managing stress, energy, and shortage (shibl, 2020: 1640). Humanity is a tangible matter, represented by physical aspects, cognitive energy, and emotional energy.

It is an influential element in the success or failure of any organization (Bruch and Vogel, 2011: 55). It is also known as a positive psychological state that crystallizes in positive emotion, cognitive alertness, and collective behavior for all employees within the organization, which is reflected in the performance of the organization as a whole (Alwan, 2021: 28).

### 2.5. Organizational energy levels:

The researcher (Schiuma) and his colleagues divided organizational energy into three levels, ranging from individual energy, then collective energy, and to energy at the organizational level: (Najla and Al-Rabeh, 2021: 22)

- **Individual energy:**

It refers to the influence that drives individual behavior and is divided into spiritual energy, and this is one of the most important types of human energy and physical energy.

- **Collective energy**

This level of energy refers to the joint influence of individuals in work groups, and collective energy arises from the feelings shared between individuals during an interaction at work.

- **Organizational energy:**

This level includes the joint influence of individuals, groups, and the organization as a whole as a single entity at the overall level of the organization, where this energy is formed from the interaction of emotional behavior of individuals, positive thoughts and collective behavior among members of the organization who jointly follow the goals and objectives of the organization's performance.

The following figure shows No. ( 1 ) The three levels of organizational energy as shown below:

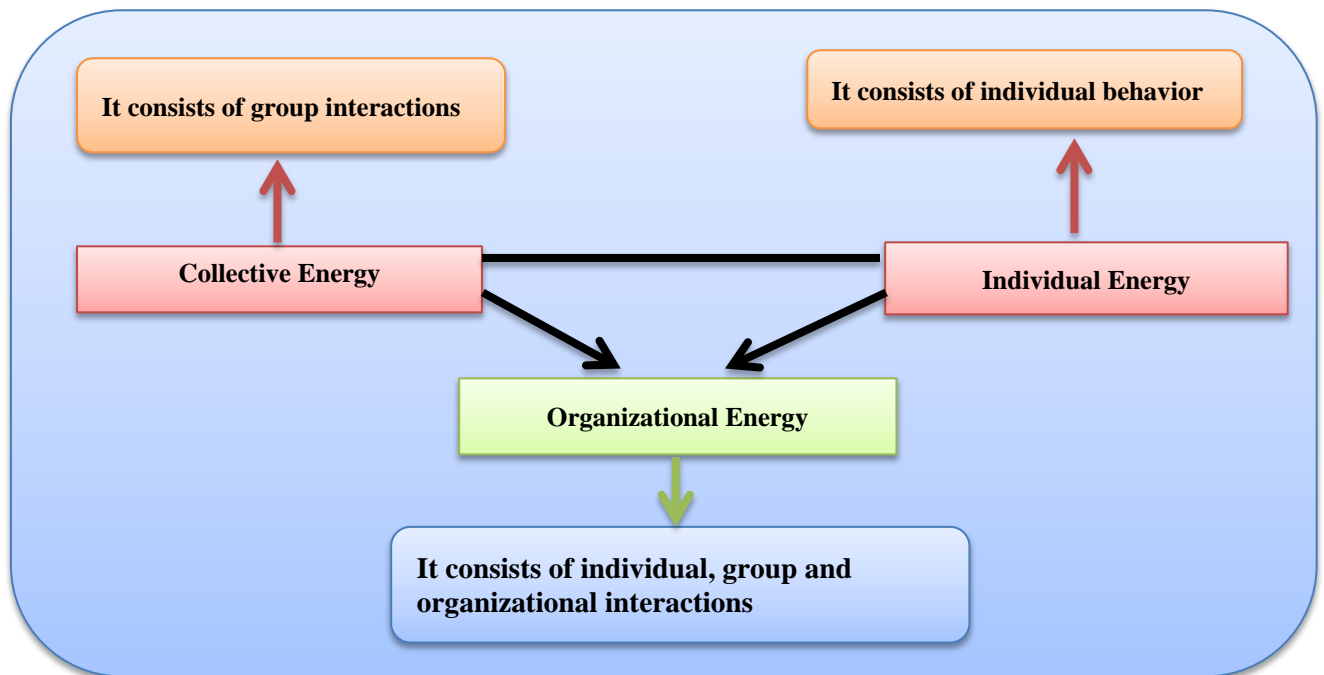


Figure ( 1 ) Organizational Energy Levels

The source: Naglaa, Qurna; Profit, Ibn al-Nawawi (2021). The impact of human engineering on organizational energy: A case study: the Algerian Water Corporation, Wilaya of Bordj Bou Arreridj, A Ph.D. thesis, University of Mohamed Bachir Brahimi, Faculty of Economics, Commercial and Management Sciences, Algeria pp. 23.

## **2.6. Organizational energy dimensions**

The dimensions of organizational energy differ from one researcher to another, but there is almost agreement among Some Many several researchers that there are three dimensions of organizational energy: (Alexioud et al, 2018,23)

- **Emotional energy**

This energy is represented by the collective feelings of enthusiasm and inspiration associated with work requirements and organizational goals, and this energy refers to the joint expression of the members of the organization of good feelings and emotional purposeful excitement because of their enthusiasm for issues related to the fate of the work of the organization, and organizations that have a high level of emotional energy find that their employees feel happy in the jobs that occupy and rarely express discontent or sadness at the fulfillment of the requirements of their jobs. The matter is not only limited to enthusiasm and happiness but their expression and features are characterized by vitality and high activity in the performance of the tasks that are assigned to accomplish (Alexioud et al, 2018:23).

- **Physical energy**

Most organizations are interested in promoting an increase in the physical energy of employees by focusing their vision, mission, strategic plan, and objectives on the extent of interest and support for health programs that provide health care, reducing job stress and psychological pressure, and adhering to safe behavior (Hoert, 2018: 1054).

- **Cognitive energy**

Cognitive energy is represented in continuously recurring mental and intellectual processes, and this is how to confront the threats that stand in front of the organization and find appropriate solutions to the problems in which the organization is located. Therefore, the cognitive energy needs to develop and continuously train by attending seminars and conferences to exchange ideas (Alexioud and Schippers, 2018:23). The cognitive energy also refers to the common intellectual processes that push the members to constructive thinking and to continue to search for work-related solutions and its problems, including mental abilities bringing attention, removing distractions, and the desire to make positive things (Alwan, 2021: 28). Thus, cognitive energy aims to develop knowledge and continuity of learning, which in turn helps individuals within groups to think constructively about work-related problems, and to search for solutions to them (Awajan, 2019: 23).



### **2.7. The relationship between ambidextrous leadership and organizational energy;**

We pointed out in the concept of ambidextrous leadership that the basis of this concept emerged from transformational and reciprocal leaderships. The main goal of all the above concepts is to achieve organizational success and thus enhance the energy of the organization. Organizations are individuals gathered to achieve a specific goal, through the presence of ambidextrous and smart leaders. This may enhance the productivity of individuals and the organization's energy will increase, and all these factors seem to have a logically positive impact on enhancing organizational energy (Naglaa, and Rabh,2021:24 ). The researcher believes that both open and closed leadership behaviors positively affect the organization's energy.

Since there are no studies linking the research variables directly, researchers Rashid and Mezher (2017) introduced a study entitled "Employing Ambidextrous Leadership Behaviors to Enhance Creative Work Behavior, an Exploratory Study of the Opinions of a Sample of Faculty Members in the Faculties of the University of Al-Qadisiyah" indicated the association of ambidextrous leadership behaviors with teamwork, as one of the levels of organizational energy, is collective energy, as this study sees that the relationship is direct between ambidextrous leadership behaviors and work collectively. Also, the study of Daoud (2019) indicated the importance of the interrelationship between ambidextrous leadership behaviors and teamwork.

Thus, we can say an organization characterized by a bad leadership style is surely prone to failure and collapse, while an organization characterized by its brilliant leaders thrives and will possess enormous organizational energy.

### **3. Research Methodology:**

The descriptive analytical approach was used to process the research data and the statistical package (SPSS). The research methodology includes five paragraphs:

#### **The research limits:**

- **Spatial limits:** The application of the field side of the research was limited to AL-Faris Company / the Iraqi Ministry of Industry .
- **Temporal limits:** The duration of the practical aspect and the theoretical research aspect included from (1/ 5/2022 - 15/8/2022)
- **Cognitive limits:** The research included two variables, the independent variable (ambidextrous leadership behaviors with its dimensions open leadership behaviors and closed leadership behaviors ) and the dependent variable (organizational energy with its dimensions: emotional energy, physical energy, and cognitive energy).

#### **The research hypotheses**

This paragraph contains two main hypotheses:

The first basic hypothesis (H1): There is a statistically significant relationship between ambidextrous leadership behaviors and organizational energy. From this main hypothesis, two hypotheses emerge:

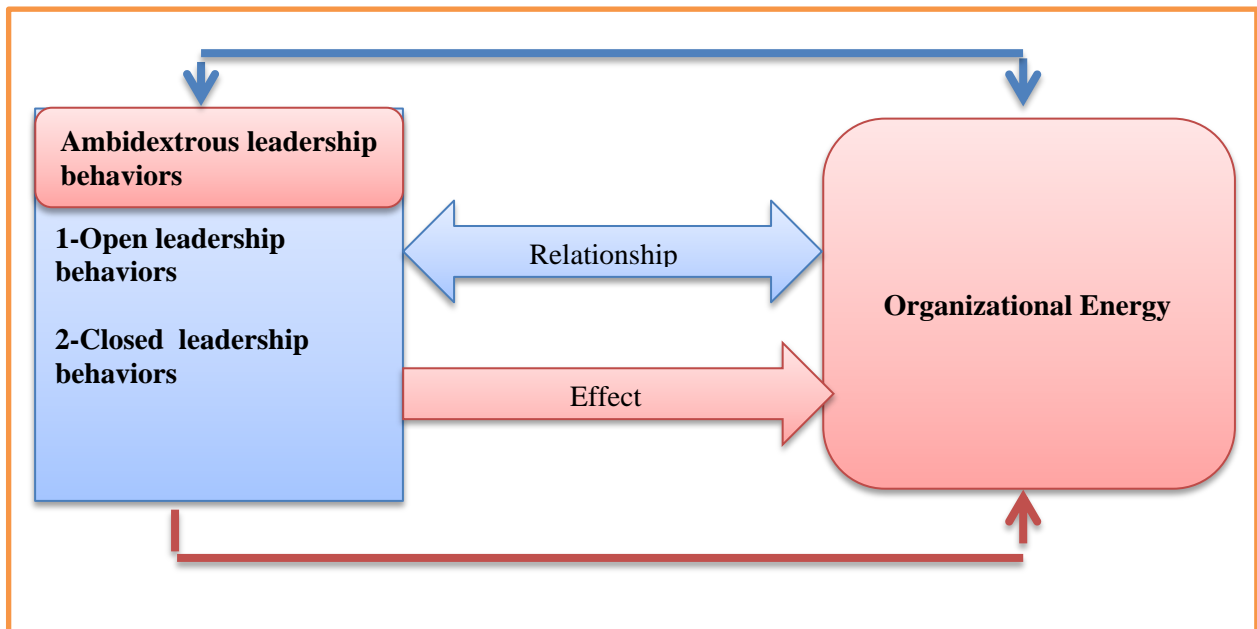
- There is a significant correlation between open leadership behaviors and organizational energy.
- There is a statistically significant relationship between closed-minded leadership behaviors and organizational energy.

The second basic hypothesis (H2): There is a statistically significant effect of ambidextrous leadership behaviors on organizational energy. From this main hypothesis, two sub- hypotheses emerge:

- There is a statistical effect of open leadership behavior on the organizational energy.
- There is a statistical effect of closed leadership behavior on organizational energy.

**The hypothetical research scheme:**

The literature review on research variables and their dimensions resulted in the crystallization of a hypothetical research scheme represented in Figure 2, which was formulated according to the research objectives and problem.



**The research scale**

The ambidextrous leadership behaviors scale :

The main research variable is ambidextrous leadership behaviors, which includes (13 Questions ) divided into two dimensions ( open leadership behaviors and closed leadership behaviors ), depending on (Zacher and Rosing, 2015,).

The organizational energy scale:

It is the responsive variable to organizational energy. It included (12 questions) divided into three dimensions (emotional energy, physical energy, and cognitive energy) According to (Alexioud et al , 2018).

**The research sample:**

In our current research, the sample of our research was intentional, and the total number was (74) individuals who fit the subject of the research and they are (General Director, Associate Director General, Department Manager, Division Official) in AGCMI, and by distributing the questionnaire form to the research sample, it was found that the correct retriever number is ( 53 ) i.e. ( 72% ), and the following table shows the analysis of the personal information of the sample members.



Table (1) Demographic Characteristics of Respondents

Demographic Factor	Category	Frequency	Percentage
Gender	male	43	81%
	female	10	19%
Age	30_less	3	6%
	31-40	17	32%
	41-50	20	37%
	51-more above	13	25%
Job position	General Director	0	0%
	Associate Director General	2	4%
	Department Manager	23	43%
	Division Official	28	53%
Educational achievement	Diploma	9	17%
	Bachelor	33	62%
	Master's	8	15%
	PhD	3	6%
Service years	5_less	0	0%
	6-10	22	42%
	11-15	18	33%
	16-more above	13	25%

Through the above table, it was found that the percentage of males is higher than females, and this is normal in light of the prevailing customs and traditions in Iraq. Through the age group, it was found that most of the sample members are intellectually mature, as the largest group is ( 41-50 ), with a percentage of ( 37% ), followed by the group ( 31-40 ) with a percentage of ( 32% ). In terms of the job position, it was found that the largest category is a department manager and a division official, As for academic achievement, most of the sample members are holders of a bachelor's degree ( 62% ), followed by the diploma, the master's degree, and then the doctorate, and this is a good indication of the qualifications of the sample members to answer the questionnaire. Finally, for the years of service, we see that the highest category is ( 6-10 ) at a rate of ( 42% ), followed by the category ( 11-15 ) at a rate of ( 33% ), which means that there is a good experience for the sample members.

#### 4. Practical analysis of research

AGCMI was chosen as a research scope that is located in Abu Ghraib district, west of Baghdad, where the company currently produces many water tanks and water filters. Also, many government projects are implemented by AGCMI, such as the Tarmiyah sewage project, and the Baghdad Municipality's equipped with a (Chronos) device for water sterilization. The practical side consists of three parts:

4.1 Presenting the results of the independent variable (ambidextrous leadership behaviors) and analyzing those results:

The table below shows the arithmetic means, standard deviations, and the coefficient of variation for the ambidextrous leadership behaviors variable.

Table (2 ) Arithmetic mean and standard deviation of ambidextrous leadership behaviors and their dimensions

The explanatory variable	Dimensions	Questions	Arithmetic mean	Standard deviation	Coefficient of variation
Ambidextrous leadership behaviors	Open leadership behaviors	Organizational leadership creates an atmosphere of openness to other individuals when discussing matters relating to the organization	4.02	0.66	16
		Encourage the organization's leadership to generate new ideas	3.99	0.91	22
		The leadership of the organization gives the employees the freedom to think and act	3.88	1.01	26
		Encourage working individuals to challenge the status quo	4.01	0.92	23
		Motivating employees to take risks	3.97	1.11	28
		Organizational leadership creates a culture of allowing mistakes and learning	3.81	1.21	31
		Arithmetic mean and standard deviation of open leadership behaviors	3.95	0.97	24
	Closed leadership behaviors	The leadership of the organization depends on well-trained competencies and established routines	3.42	1.03	30
		Organizational leadership promotes effective representation and adherence to the rules	4.06	0.89	22
		Leadership sets a specific time to complete tasks	3.69	0.99	27
		Leadership works to monitor the implementation of the objectives of the organization.	4.11	0.71	17
		The organization's leadership takes appropriate corrective action in the errors	3.71	1.19	32
		The leadership of the organization pays attention to the regular implementation of the plans	3.60	1.21	34
		The leadership of the organization is keen to define the scope of the proposed work	3.41	1.01	30
		Arithmetic mean and standard deviation of Closed leadership behaviors	3.71	1.00	27
Ambidextrous leadership behaviors	Arithmetic mean and standard deviation of ambidextrous leadership behaviors	3.83	0.99	26	

It is evident from Table 2 above, that the ambidextrous leadership behaviors have obtained good arithmetic mean of ( 3.83 ) and with a standard deviation of (0.99). This indicates the importance of ambidextrous leadership in AGCMI, especially since the company, thanks to the integration of work between leaders and individuals, has succeeded in supporting the government sector, as the

company equipped the Karbala Holy Water Directorate with a water purification complex with a capacity of ( 50 ) cubic meters per hour.

In terms of dimensions, open leadership behaviors got the most important, as they got a mean of ( 3.95), a standard deviation of ( 0.97 ), and a coefficient of difference of ( 24 ).

On the other hand, closed leadership behaviors got the least importance, as they got a mean of ( 3.71 ), a standard deviation of ( 1.00 ), and a coefficient of difference of ( 27 ).

This indicates that the sample members favor open behaviors by leaders and do not adhere to the procedures that impede the freedom of individuals and their ideas.

#### 4.2 Presenting the results of the organizational energy variable and analyzing those results

The table below shows the arithmetic means, standard deviations, and the coefficient of variation for the Organizational Energy variable

Table (3 ) Arithmetic mean and standard deviation of organizational energy and their dimensions

The explanatory variable	Dimensions	Questions	Arithmetic mean	Standard deviation	Coefficient of variation
Organizational Energy	Emotional Energy	Our organization cares about the psychological factors of its employees to gain their loyalty	3.11	1.18	38
		The employees of the company have the desire to do the work without getting bored	2.93	0.99	34
		Employees have positive relationships and feelings towards each other	4.07	0.71	17
		Our employees feel happy at work	3.77	1.09	29
	Arithmetic mean and standard deviation of emotional energy		3.47	0.99	30
	physical Energy	Employees enjoy a continuous activity in the performance of their work	3.81	1.02	27
		In our company, there is a balance between physical and mechanical effort	2.69	1.11	41
		Employees view physical health as an added value to the organization	4.39	0.77	18
		Compatibility of activities and tasks with the capabilities of employees	3.21	1.01	31
	Arithmetic mean and standard deviation of physical energy		3.52	0.98	29
Cognitive Energy	Cognitive Energy	Our employees adopt team thinking	4.10	0.72	18
		There is a complete readiness by the employees of our organization to perform the work at any time	4.02	0.86	21
		The employees of our organization feel that their intellectual efforts are appreciated	3.33	1.15	35
		Employees assist their departments in the decision-making process	3.41	1.06	31
	Arithmetic mean and standard deviation of cognitive energy		3.72	0.95	26
Arithmetic mean and standard deviation of organizational energy			3.57	0.97	28

Through Table 3, it was found that the sample members attach importance to the organizational energy, where the organizational energy variable obtained an arithmetic mean of ( 3.57 ) and a standard deviation of ( 0.97 ). This indicates that AGCMI seeks to strengthen its energy to survive in the work environment despite the weak financial support, as the company is currently able, thanks to its capacity, to provide the private sector with water pools, as is the case in Al-Naba Company in Holy Karbala.

In terms of dimensions, the cognitive energy dimension obtained the highest arithmetic mean and the lowest coefficient of variation, as this dimension obtained an arithmetic mean of ( 3.72 ), the lowest coefficient of variation ( 26 ) , and a standard deviation ( 0.95 ).

The second dimension in terms of importance is physical energy. The physical energy dimension obtained a mean arithmetic mean and mean difference coefficient, where this dimension obtained arithmetic mean of ( 3.52 ), the lowest coefficient of difference ( 29 ), and a standard deviation ( 0.98 ).

The last important dimension is the emotional energy dimension. The emotional energy dimension obtained the lowest arithmetic mean and the highest coefficient of variation coefficient of difference, where this dimension obtained an arithmetic mean of ( 3.47 ), the lowest coefficient of difference ( 30 ), and standard deviation ( 0.99 )

4.3 Hypothesis Analysis

Confirmation of the validity of the first basic hypothesis (H1):

Through the results of Table ( 4 ), it is clear that the value of the correlation between the independent variable (ambidextrous leadership behaviors) and the dependent (organizational energy) is as follows:

Table No. (4) shows the results of the correlation between the research variables

Organizational Energy	Ambidextrous leadership behaviors	The correlation value and the significance level		Strong Relationship
	Open leadership behaviors	Correlation	0.648**	0.000
Sig		0.000		
Closed leadership behaviors	Correlation	0.603**	0.000	Medium
	Sig	0.000		
Ambidextrous Leadership behaviors	Correlation	0.626**	0.000	Medium
	Sig	0.000		
Hypotheses accepted = 3				
% = 100%				

Table 4 shows that the correlation between ambidextrous leadership behaviors and the organizational energy variable is ( 0.626\*\* ) with a significance level ( 0.000 ) that is less than the significance level ( 0.05 ), which means that the basic hypothesis has been accepted and verified, which states (there is a significant statistical correlation between ambidextrous leadership behaviors with organizational energy in AGCMI). This means that there is a high correlation between the ambidextrous leadership behavior variable with organizational

energy, in other words, AGCMI with its leadership when it mainly uses ambidextrous leadership and moving away from authoritarian or negative leadership will enhance the productive energy of employees and will be positively reflected on the organizational energy of the company.

Also, Table 4 indicates that there is a correlation between the dimensions of ambidextrous leadership behaviors with organizational energy, which indicates the interdependence of the variables., but the strongest correlation is between open leadership behaviors and organizational energy with a correlation value of ( 0.648\*\* ), which means that individuals focus on open leadership behaviors more than closed ones, where open leadership behaviors are more flexible for them and thus enhance their organizational energy.

**Testing the validity of basic hypothesis number two (H2):**

By observing the contents of Table (5), it is clear that there is a clear effect of ambidextrous leadership behaviors and their two dimensions on the organizational energy variable.

Table ( 5 ) The effect of the independent variable and its dimensions on the dependent variable

Independent Variable	Dependent variable.	(a)	( $\beta$ )	( $R^2$ )	(F)	Sig.
Open Leadership behaviors.	Organizational Energy	0.986	0.710	0.420	31.64	0.000
Closed Leadership behaviors.		0.901	0.578	0.363	29.98	0.000
Ambidextrous leadership behaviors		0.943	0.644	0.391	30.81	0.000
		F tabular with a significance level of 0.01 = 7.08 , N=53				

It was shown from the previous table that the (F) value calculated between ambidextrous leadership behaviors on organizational energy and the organizational energy is ( 30.81 ) that is higher than the tabular F value of ( 7.08 ) at the significant level( 0.01 ).This confirms the statistical effect of ambidextrous leadership behaviors in organizational energy and with a confidence degree (99%). Also, the coefficient of determination ( $R^2$ ) of ( 0.391 ), which means that the ambidextrous leadership behaviors variable explains ( 39% ) of the variables that occur on organizational energy, while the rest ( 61% ) is due to other variables that were not included in our hypothetical research model. The value of the constant was (  $a = 0.943$  ), meaning that when the value of ambidextrous leadership behaviors is equal to zero, the organizational energy dimension will not be less than this value. It is evident from the value of the marginal slope coefficient ( $\beta$ .) of ( 0.644 ) that increasing the ambidextrous leadership behaviors variable will result in a 1 unit increment of the dependent variable (regulatory power) by ( 60% ). Thus, the second main hypothesis is fulfilled, and one of the research objectives and its questions is achieved by the presence of an impact of ambidextrous leadership behaviors on organizational energy.

Table ( 5 ) also shows that there is an effect of ambidextrous leadership behaviors dimensions (open leadership behaviors and closed leadership behaviors) on the organizational energy. It was found that the value of calculated ( F ) among all dimensions of ambidextrous leadership behaviors and organizational energy is higher than the tabular value and at the significant level ( 0.01 ). Thus, it becomes clear that all the dimensions of the ambidextrous leadership behaviors have a high impact on the organizational energy in AGCMI. Whereas, the first sub-hypothesis of influence, which states that "there is a significant effect of open leadership behaviors on organizational energy" has been achieved because the calculated (F) value has reached ( 31.64 ), which is greater than the value of (Tabular F = 7.08) and with confidence limits ( 99% ) that enhances that effect. The R2 value of (0.420) shows that the open leadership behaviors variable explains (42%) of the variables that occur in the organizational energy dimension, while the remaining (58% ) is due to other variables that are not included in the research model. As for the effect sub-hypothesis, which states that "there is a significant effect of closed leadership behaviors on organizational energy", it was achieved, but with a lower effect, because the calculated (F) value reached ( 29.98 ), which is greater than the value of (tabled F = 7.08) and with confidence limits (99%), and therefore this hypothesis was achieved, and the value of R2 amounted to ( 0.363 ), meaning that after closed leadership behaviors, a proportion of ( 36% ) of the variables that occur on the organizational energy dimension were drawn, while the remaining percentage ( 64% ) is due to other variables that are not included in the model.

## 5. Conclusions:

The research reached several conclusions according to the results of the statistical side of the research. There is a clear impact of the ambidextrous leadership behaviors on organizational energy directly and at the level of dimensions, and that the relationship between funny leadership behaviors and organizational energy is a positive relationship. This study also concludes that the most important leadership behaviors are the open leadership behaviors, which are often more flexible and easier for employees, and the strongest hypotheses of influence and relationship are between open leadership behaviors and organizational energy, but the researcher sees that there is a weakness in the support of AGCMI, especially in the promotional aspect, and the researcher concluded that there is an importance of organizational energy, especially the cognitive energy that is essential because the company's work is very accurate and requires high knowledge. The researcher also concludes that there is a weakness in motivating individuals, especially in the moral aspect, such as participation in decision-making, which led to the emotional energy being less important.



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## دور سلوكيات القيادة البارعة في تعزيز الطاقة التنظيمية: بحث تحليلي في شركة الفارس العامة

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### مستخلص البحث

يهدف البحث الحالي إلى التعرف على أثر سلوكيات القيادة البارعة على الطاقة التنظيمية في شركة الفارس العامة ، حيث تم استخدام المنهج الوصفي التحليلي لهذا البحث ، يتضمن متغير سلوكيات القيادة البارعة بعدين هما ( سلوكيات القيادة المنفتحة و سلوكيات القيادة المنغلقة ) كما و يتضمن متغير الطاقة التنظيمية ثلاث ابعاد ( الطاقة العاطفية و الطاقة الجسدية و الطاقة المعرفية ) وعينة البحث شملت جميع القيادات الإدارية في شركة الفارس العامة التابعة لوزارة الصناعة والعينة (مدير عام ، معاون مدير عام ، مدير قسم ، مسؤول شعبة) ، وزع الباحث (74) استبانة وصحيحة بعد استرجاع (53) استبانة ، واعتمد البحث على الحزمة الإحصائية (SPSS) كما و أشارت نتائج البحث إلى وجود تأثير قوي وارتباط كبير بين متغيرات البحث ، حيث وجد أن أهم ابعاد سلوكيات القيادة البارعة هي سلوكيات القيادة المفتوحة ، والتي لها تأثير كبير على الطاقة التنظيمية ، و أشارت نتائج البحث إلى وجود ضعف في مشاركة الأفراد في اتخاذ القرار وأن هناك ضعف في الجانب الإعلاني لشركة الفارس العامة.

المصطلحات الرئيسية للبحث : سلوكيات القيادة البارعة , سلوكيات القيادة المنفتحة , سلوكيات القيادة المنغلقة , الطاقة التنظيمية

نوع البحث: ورقة بحثية