



THE ROLE OF INNOVATIVE LEADERSHIP IN IMPROVING THE EFFICIENCY OF STRATEGIC AMBIDEXTERITY: Al-Aqsa UNIVERSITY IN GAZA STRIP - PALESTINE AS A CASE STUDY

Mohammed Elmassarey *

PhD Candidate of Business Management - University Utara Malaysia (UUM)
eng.m.massarey@gmail.com

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Abstract

The study aimed to identify the role of innovative leadership in increasing the efficiency of strategic ambidexterity as a case study of Al-Aqsa University in Gaza Strip - Palestine. This study has been tested through the testing its hypotheses, answering the study questions. The descriptive-analytical approach was used, as a questionnaire of decimal scale was targeted a simple random sample of 199 participants of the faculty members of Al-Aqsa university. The study concluded a set of results; the most important one that innovative leadership is related to increasing the efficiency of strategic ambidexterity, and that there is a statistically significant effect of innovative leadership on strategic ambidexterity. The study recommended to pay much attention to strategic ambidexterity through conducting a training programs and scholarships for faculty members at the university and stimulating innovative leadership and adopting innovative methods.

Keywords: innovative leadership, strategic ambidexterity.

1. Introduction

It is now essential to have a leadership that can work in a pioneering manner through proactive action and risk-taking in order to deal with dynamic markets full of competition and uncertainties, while also enhancing the role of knowledge sharing processes so that firms can anticipate threats in order to avoid losing existing resources and capabilities, while also giving it the ability to identify and exploit opportunities within those resources and capabilities (Al-Heneiti & Irtameh, 2021).The solution is to develop innovative leadership can be the strong defense against challenges.

Firms must be able to leverage the abilities and resources available to them, as well as successfully investigate new prospects and potentials, in order to succeed in a competitive climate (Zraat, 2020). This is known as strategic ambidexterity, and in order to achieve it, businesses, including universities, require leadership that allows them to strike a balance between maintaining continuity and striving for distinction and development in an environment marked by difficulties and challenges, ensuring their success in the present and future (Harahsheh et al., 2021).

For the field of the study; Al-Aqsa University in Gaza Strip – Palestine, it is a government institution that is scientifically and academically independent.

*Corresponding author

This study is seeking to investigate the role of innovative leadership in improving the efficiency of strategic ambidexterity in Al-Aqsa University in Gaza Strip -Palestine as a case study.

1.1 Problem Statement

The rapid changes force universities to continuously renew, discover and exploit opportunities to reach strategic ambidexterity. This is what was indicated by the researchers, Kristensen & Sontaite (2009), and the study (Al-Karaawi, 2017) to investigate strategic ambidexterity and its importance in learning organizations, which is the transition from the current situation to the management of future change.

Based on the exploratory study that was used to identify the problem, it can be said that the study problem is:

What is the role of innovative leadership in increasing the efficiency of strategic ambidexterity at Al-Aqsa University among faculty members?

The study questions can be identified through the main question as follows:

What is the level of innovative leadership at Al-Aqsa University?

What is the reality of the efficiency of strategic ambidexterity at Al-Aqsa University?

1.2 Goals of the Study

1. Identifying the level of innovative leadership at Al-Aqsa University?
2. Revealing the reality of strategic ambidexterity at Al-Aqsa University?
3. Determine the relationship between innovative leadership and strategic ambidexterity at Al-Aqsa University?
4. Recognizing the existence of an impact between innovative leadership and strategic ambidexterity at Al-Aqsa University?

1.3 Importance of the Study

- The study contributes with a knowledge in the field of innovative leadership and increasing the efficiency of strategic ambidexterity.
- The study participate in providing a model of the study results which serve as a reference for leadership in universities.
- This study can open the gate for more subsequent studies that are derived from its variables and recommendations.

1.4 Hypotheses of the Study

1. Is there a statistically significant relationship between innovative leadership and increasing the efficiency of strategic ambidexterity in Al-Aqsa university?
2. Is there an effect of innovative leadership and increasing efficiency of the strategic ambidexterity in Al-Aqsa university?

2. Literature Review

2.1 Previous studies and analysis

2.1.1 Innovative Leadership literature

The following table try to explore how previous literature study innovative leadership in order to make it in consideration through our study.

Table (1)

Author	Goals/Questions	Findings
Kasztelnik, K. (2021)	<ul style="list-style-type: none"> - The study aims to discover the different existing support of big data analytics to make the rational business decision. - The methodology is the systematization literature sources and approaches for underlining approach to open big data analytics and support innovative leadership decisions in Canada. 	The results of the critical thinking with analysis both can be useful for any business around the world that would like to start using Artificial Intelligence to support innovative management decisions.
Diaper, R. H. R. (2020)	The study aims to highlight the importance of Innovative leadership in supporting the competitive advantage of the firm, shows the importance of leadership in the development of innovation culture through the role of innovative leader in creating creative ideas and decision-making to translate into plans and programs to ensure the learning of individuals and the firm to improve its performance basing on the descriptive analytical approach.	<ul style="list-style-type: none"> -The study found a positive relationship and impact of innovative leadership with the competitive advantage. -The importance of adopting innovative leadership in building behavior and positive thinking to support innovation and competitive advantage.
Biscar, & unit. (2019)	-The aim of this study was to identify the innovative leadership and its relation to the organizational climate of the heads of the departments in Sonatrach in the city of M'sila. The descriptive approach has been used because it is based on collecting and disseminating data and results.	There is a statistically significant correlation between the leadership innovative and the organizational climate of the heads of departments.
Mahmoud Shukr Mohammed. (2019)	-The objective of the research is to identify the role of innovative leadership in achieving the dimensions of administrative empowerment in the company for the public of food industries.	Correlation between the innovative leadership and the administrative empowerment investigated if the relationship is positive and strong. It is need for company to evaluate leaders from time to time.

2.1.2 Strategic Ambidexterity literature

The following table try to explore how previous literature strategic ambidexterity in order to make it in consideration through our study.

Table (2)

Authors	Goals/Questions	Findings
(Harahsheh et al., 2021)	-Aims to discover the influence of the Crisis	- There is no effect of PCS & CRCS on PD of Jordanian universities during

	<p>Management Strategies on Performance Developing during the COVID-19 in Jordanian universities.</p> <p>- Aims to identify the mediating role of Strategic Ambidexterity in the relationship between Crisis Management Strategies and the Performance Developing of Jordanian universities.</p>	<p>the COVID-19</p> <p>-MCS & LCS had an impact on PD of Jordanian universities.</p> <p>- SA, partly mediates the relationship between both MCS & LCS and PD, and have not a mediating role in the relationship between PCS & CRCS and PD of Jordanian universities during the COVID-19..</p>
(Hussein Hurajah Alhasnawi & Muayad Fadhil neamah, 2021)	<p>-Aims to demonstrate the effect of strategic improvisation on contextual Ambidexterity at the level of the Kafeel Specialist Hospital.</p>	<p>- Strategic improvisation conceptually is a new model for rapid learning, adaptation and strategic innovation</p> <p>- The building of contextual Ambidexterity is done by developing behaviors that are able to explore and exploit in at one time.</p> <p>- A significant effect of strategic improvisation on contextual Ambidexterity</p>
(Peters & Buijs, 2021)	<p>- Participates to the perspective on green product innovation by understanding how to learn and Innovate.</p> <p>-Provides a favored and powerful way for firms to learn and innovate under uncertainty through strategic ambidexterity.</p> <p>-With this strategy, firms rely on existing competences in one area (exploitation) while they simultaneously explore new competences in another area (exploration).</p>	<p>-Strategic ambidexterity is oftentimes unachievable due to several factors.</p> <p>-Firms are forced to choose between a highly uncertain and risky alternative strategy and a more conservative but also less green strategy based on exploitation only, which is often the preferred option.</p> <p>-Shed a new light on the role of uncertainty in green product innovation as uncertainties firms face in green product innovation are indeed abundant, but are fundamentally not new nor caused by external sources only.</p>
Bustinza, Vendrell et al., 2020	<p>-Examines whether strategic ambidexterity improves product-service innovation (PSI) outcomes for manufacturing multinational enterprises.</p>	<p>-There are important differences in terms of the role of the strategic ambidexterity and product-service innovation of emerging and developed market firms</p>
Choi, Cui, Li, & Tian, (2020)	<p>- Investigates the impact of industry environment on EMNE adoption of focused (exploratory) and</p>	<p>-Industry munificence promotes a focused (exploratory) catch-up strategy but hinders ambidextrous ones.</p> <p>-The opposing impacts are further</p>

	ambidextrous (exploitative) catch-up strategies on EMNE rapid internationalization. - The moderating role of managerial team functional diversity.	magnified by the functional diversity of EMNE managerial teams.
Wu, Wood, Chen, Meyer & Liu (2020)	-Examines the role of ambidexterity on innovation performance. - The moderating impact of managerial capability.	-Ambidexterity has a negative correlation with local enterprise innovation, while ambidexterity and managerial capabilities play a vital role in improving the innovation and performance of Chinese EMNEs.
Shamim, Zeng, Choksy & Shariq (2020)	-Investigates the connection between big data management capabilities and employee exploratory and exploitative activities. - The mediating role of big data value creation	-The concept of big data management as the ability to use external knowledge in the resource-constrained environment of an emerging economy.
Lee, Yang & Park (2020)	-The influence of the dual dimensions of ambidextrous knowledge sharing between group-affiliated firms on the international performance of such firms. -The moderating role of organizational and environmental contingencies.	-A balance between exploratory and exploitative knowledge sharing among group-affiliated firms increases the international performance of those firms. - High ambidextrous knowledge sharing between group-affiliated firms enhance those firms global performance. -Organization size and environmental munificence have a moderating impact on the interactions of BD and SD.
Zhou, Xu, Xu & Barnes (2020) Consistent with Choi, Cui, Li, & Tian, (2020)	-Tests how emerging market companies pursue international opportunities by leveraging the dynamics of product-market ambidexterity.	-Reported the differential role of strategic ambidexterity. - The incremental internationalization of companies is characterized by structural ambidexterity-combining product exploitation with market exploration at the initial stages. - The accelerated internationalization of companies is best explained by market exploration and exploitation (or market ambidexterity) when these companies first enter into foreign markets.
Zhang, Liu, Tarba & Giudice (2020)	-To investigate the reason which Chinese companies deploy such a strategic ambidexterity approach in	- Two critical aspects of organizational control and communication approach in integration management reveal how mid-view thinking can

	their post-acquisition integrations	serve as a micro-foundation of strategic ambidexterity.
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After reviewing previous studies that dealt with the independent variable and the dependent variable, the following results can be reached:

In terms of the aim of the study

The objectives of the previous studies varied between innovative leadership, strategic ambidexterity, revealing some of the challenges facing innovative leadership, identifying the mediating role of strategic ambidexterity in the relationship between strategies, and improving product results through strategic ambidexterity.

In terms of study variables

Most of the studies dealt with innovative leadership and strategic ambidexterity independently, and the current study combined the independent variable of innovative leadership and its dimensions (solving problems, risk taking, and initiative) with the dependent variable of increasing the efficiency of strategic ambidexterity.

In terms of the methodology

Previous studies used the descriptive analytical method, which was used in the current study for its relevance to this phenomenon.

The Research Gap and the Aspects covered by the Study:

Researchers identify the research gap between the previous studies and the current study, and the most important additional aspects addressed by the study are:

Integration, Comprehensiveness and Multidimensionality of Dimensions and Concepts:

The concept of innovative leadership includes multiple dimensions, so the researchers found that most of the previous studies dealt with innovative leadership in multiple fields and disciplines and did not address them in its impact on increasing the efficiency of strategic ambidexterity, while this study attempts to measure the role of innovative leadership on increasing Efficiency of strategic ambidexterity.

The Nature and Implementation of the Dimensions:

There is agreement in the concepts of innovative leadership in all disciplines. This study focuses on increasing the efficiency of strategic ambidexterity at Al-Aqsa University - Palestine.

Field of Application:

This study targets faculty members at Al-Aqsa University - Palestine. In light of the general results of previous studies, researchers see that there is a gap between the previous studies and the current study. It includes variables and dimensions of solving problems, risk taking, and initiative whereas previous studies did not address them collectively. This would help identifying innovative leadership from a comprehensive and integrated perspective in the way of increasing the efficiency of strategic ambidexterity which is clarified from the objectives of the study.

2.2 Theoretical Framework

2.2.1 Innovative Leadership

The concept of innovative leadership is a modern term that refers to the innovative dimension of leadership and its use as a behavior for the organization's growth and continuous development. Innovation goes beyond the level of creativity of ideas to the real functioning of the idea, whether by increasing production, reducing costs, or better service to the beneficiary, and with a quality that responds to consumer expectations by stimulating and supporting the innovative leadership of employees in the organization.

Innovative leadership was defined as the process of creating a medium for the formation of innovation, develop decision-making structures and implement their roles, as well as physical space, partnerships, networks and equipment that support and test innovative thinking (Porter-O'Grady, T., & Malloch, K,2010).

Daniel Adjei, (2013) described innovative leadership as the updated ideas that are viable and put into practice; includes three different vital and recurring stages, which are idea generation, evaluation, and implementation.

While (Najm, 2003, 35) clarified that innovative leadership based on creating close and reciprocal relationships between employees in the organization, developing work procedures, policies and systems, besides motivating innovation and all communication channels to be opened.

Other scholars found that innovative leadership as a concept represents the set of ideas, tasks and duties undertaken by leaders to apply innovation with employees (Oqab Hajar, & Hussain Abdul, 2021).

The Innovative Leader

As an article published online in 2016 titled "What are the most important characteristics of an 'innovative leader?'" The answer was that leader who believes that every person in this life has a "glimpse of genius" that enables him/her to make exceptional contributions to the process of renewal, and the true role is to discover these glimpses and hidden individual talents that, when they cooperate and unite, produce innovative solutions through "collective genius." These leaders are keen To establish 3 main practices to ensure the continuity of development and renewal of their institutions:

A. Creative friction

Its goal is to reach collective solutions to the problem, and it includes the ability to create a market of ideas through speaking and discussion, which requires a culture of "listening and inquiry" and the belief that creative ideas can only come through intellectual diversity.

B. Creative activity

It is the ability to learn through experience and discovery, such as conducting experiments and making quick adjustments to change their results to the desired level.

C. Creative decision

It is the ability to find the best solutions by mixing various ideas, even contradictory ones, in an unexpected way.

The importance of Innovative Leadership

Reviewing previous literature revealed the importance of innovative leadership.

In this study, researchers concluded the following regarding to (Al-Hiyari, 2018):

1. Improving the quality of products.
2. Developing individual's personal thinking skills, through group interaction and brainstorming.
3. Enhancing the positive image of the institution in the minds of customers.
4. Enhancing the spirit of competition in institutions.
5. Supporting institution to increase the sales volume.
6. Improving the quality of decisions made to solve problems within the institution in various fields, whether economic, technical or marketing, in addition to solving problems related to the work environment itself.
7. Contributing to the excellence of the institution, by reducing the period between the release of products, which makes the institution one of the competitive institutions in terms of time.

2.2.2 Strategic Ambidexterity

It seems difficult to combine a high number of information strategies, because of inconsistency between exploration and exploitation (Gibson & Birkinshaw, [2004](#)). However, some previous literature clarified that different strategies can build together ambidexterity for companies (Wei, Z. et al., [2014](#)). Besides, some scholars such Cankurtaran et al., ([2013](#)) revealed that successful innovations can rely on different strategies involving time-based strategies. On other hand, the strategies of learning can be discerned based on the distinction between exploitation , exploration and the distinction between the technology and market areas (Voss & Voss, 2013; Zhang et al., 2017).

Definition of Strategic Ambidexterity

Strategic Ambidexterity was defined by different scholars from different sides.

Ambidexterity has Greek origins and is formed from two words (Ambos), which means Monday, and (Dexter), which means correctly, and so means the ability to accomplish two things correctly (Tagaroo, 2015). In its original definition of manufacturing efficiency and flexibility, the term "ambidexterity" was used to describe a company's ability to pursue two different projects at the same time: exploitation and exploration, and induced and autonomous strategic processes (Gibson & Birkinshaw, 2004). Then scholars such Liang et al. (2021) stated its content as strategic ambidexterity is the ability of enterprises to carry out strategic variety and intensity across a wide range of product innovation strategies at the same time is known as strategic ambidexterity of product innovation. It is an exploitation approach that aims to maximize the use of currently available abilities and resources (Wu et al., 2020). While it refers to a company's ability to implement both exploration and exploitation methods at the same time (Musigire et al., 2017). In terms of exploration, it entails "searching, testing, and agility." There are special requirements in place to ensure the strategic ambidexterity's success at the institution (Preda, 2014). It was defined as a balance between exploration and exploitation, so that the exploration approach discovers new issues while also exploring new service capabilities and client needs (Voss & Voss, 2013). The concept of strategic ambidexterity is defined by recognizing the exploitation and exploration processes. Refinement, Selection, and Execution are all steps that are used in the process of exploitation.” (Huang, 2008). Likewise Cegarra & Dewhurst, (2007) stated about the capacity to strike a balance between exploitation and

exploration while also assembling a cognitively adaptable workforce. Additionally it defined as "exploring new market prospects while also taking use of existing markets with the purpose of boosting the efficiency of the company." (Judge & Blocker, 2008).

From the previous definitions , strategic ambidexterity can be defined operationally as the processes of exploitation and exploration. Exploitation including the processes of refinement, selection, and execution while exploration, includes operations of searching, testing and, agility". There are special conditions to ensure the success of the SA in the institution.

Importance of Strategic Ambidexterity

In all levels of decision-making, strategic ambidexterity plays a significant part in institution product development along the path of sequential exploitation and exploration (Bustinza et al. 2020). Within-function ambidexterity and cross-functional ambidexterity enable organizations to facilitate cross-fertilization between exploitation and exploration within and beyond organizational functions (Hansen et al., 2019; Voss & Voss, 2013). Part of its significance stemmed from the fact that it was founded on the leveraging principle (Danneels, 2002; Zhang et al., 2017). A company can combine the relative certainty, existing knowledge, and skills associated with exploitation in one area of product creation with the uncertainties and lack of experience associated with exploration in another (Zhang et al., 2017).

Goals of Strategic Ambidexterity

Companies can establish strategic ambidexterity in product innovation if they can leverage both internal and external resources (Liang et al., 2021).

Strategic ambidexterity allows businesses to expand and refresh themselves in a less unpredictable way (Levinthal & March, 1993; Voss & Voss, 2013).

It is frequently the chosen strategy for companies to engage in more radical sorts of innovation while limiting the risks associated with a "pure" exploration strategy (Danneels, 2002; Zhang et al., 2017).

Strategic ambidexterity is a valuable tool for pursuing exploratory learning and more radical innovation while using current competencies through exploitative learning, but it also presents a number of obstacles for businesses. Furthermore, using cross-fertilization and leveraging in ambidextrous learning exposes businesses to the risk of cross-contamination, often known as the "capability–rigidity conundrum" (Leonard-Barton, 1992; O'Connor, 2008). In strategic ambidexterity, cross-contamination happens when the exploitative learning component, which relies on a firm's current competencies, dictates a lesser level of innovativeness or ambition pursued during the whole innovation process (Gassmann et al., 2012; Hansen et al., 2019).

Exploitation and exploration differ not only in terms of goals, outcomes, and time horizons, but also in terms of fundamental contradictions in management, structure, and monitoring. As a result, they are frequently structurally separated into distinct business units (Blindenbach-Driessen & van den Ende, 2014; Zimmermann et al., 2018), which brings with it additional challenges and uncertainty (Voss & Voss, 2013).

There are two "pure" strategies: (1) pure exploitation, in which a company uses exploitative learning in both functional domains, such as technology and market, and (2) pure exploration, in which a company uses explorative learning in both functional areas. Following that, we identify two cross-functional ambidextrous learning strategies: (3) technology development, in which a firm engages in explorative learning in the technology area while relying on exploitative

learning in the market area, and (4) market development, in which a firm engages in explorative learning in the market area while relying on exploitative learning in the technology area. Within function strategies include: (5) technology ambidexterity, in which a company simultaneously explores new technological competences while exploiting some of its existing ones, and (6) market ambidexterity, in which a company simultaneously explores new market competences while exploiting some of its existing ones.

Finally, there are a variety of hybrid tactics that include pure exploitation and exploration (1 and 2), technology and market development (3 and 4), and technology and market ambidexterity (5 and 6). (5 and 6).

3. Methodology

The study adopted the descriptive analytical approach, which is useful in a better and more accurate understanding of the aspects and dimensions of the phenomenon under study, as it describes it accurately, expresses it qualitatively and quantitatively, and reviews the study methodology.

3.1 Data Sources

3.1.1 Secondary data

Secondary sources were used, which include Arabic and foreign references represented by books, periodicals, theses, papers in addition to electronic websites.

3.1.2 . Primary data

The questionnaire was used as a main tool for data collection in order to analyze questions, test research hypotheses, and reach results.

3.2 Study population and sample

The study population consists of 415 faculty members at Al-Aqsa University as Human resources department in the university, and the sample size was 199 according to Richard's equation.

3.2.1 Study tool

A questionnaire consisting of two variables (innovative leadership and strategic ambidexterity) was prepared and included (18) items spread over two parts to identify the impact of innovative leadership on improving the efficiency of strategic ambidexterity at Al-Aqsa University.

The innovative leadership part included (11) items, and (7) items for strategic ambidexterity. The five-point Likert scale was used to measure the respondents' responses, in addition to relying on the order of answers, and answering questions.

3.2.2 Normal distribution test

The (K-S) test was used, where it was found that the test value is (1.240) and the probabilistic value is (sig) which is greater than the significance level. Therefore, the data distribution follows a normal distribution where parametric tests were used.

3.2.3 Validity and reliability

The researchers verified the validity of the questionnaire by adopting the scale's validity, apparent validity, and Cronbach's alpha coefficient. Researchers concluded that the (resolution) is valid in measuring what was designed to be measured, and it is highly stable. For statistical analysis,(SPSS) program was used.

3.2.3.1 Validity

The questionnaire was presented to (3) academic specialists to ensure the integrity of the linguistic formulation, the clarity of the questionnaire's instructions, the affiliation of the items to the dimensions of the questionnaire, and the validity of this tool for measuring the objectives associated with this study.

The internal consistency validity was calculated by finding the correlation coefficients for the items, as shown in the following table:

Table (3): The validity of the internal consistency of items of the questionnaire

#	Variable	Pearson's correlation	coefficient "Sig."
1.	Innovative leadership	0.736	0.000
2.	Strategic ambidexterity	0.832	0.000

Source: Prepared by the researchers according to statistical analysis.

It is clear from the previous table, that the items have statistically significant correlation coefficients, and this indicates that the items of the questionnaire have high validity coefficients.

3.2.3.2 Stability

stability here means that the tool gives almost the same results if it is applied again to the same group of individuals so the results do not change, and the stability was verified as follow:

Constancy using Cronbach's alpha equation:

Table (4): Correlation coefficients for resolution using Cronbach's alpha equation

#	Item	Correlation coefficient
1	Innovative leadership	0.621
2	Strategic ambidexterity	0.821

Source: Prepared by the researchers based on statistical analysis

It is clear from the previous table that the correlation coefficients for the items using the alpha-Cronbach equation are statistically significant, and fulfill the purposes of the study.

Stability by split-half method:

Table (5): Correlation coefficients for the items by the split-half method

#	Variable	Pearson's correlation coefficient	
		After the amendment	Before the amendment

.1	Innovative leadership	0.833	0.743
.2	Strategic ambidexterity	0.830	0.770

Source: Prepared by the researchers based on statistical analysis

It is clear from the previous table that the results of correlation coefficients for the items by the split-half method are statistically significant stability coefficients, and they meet the purposes of the study.

4. Descriptive statistics for the results

This part includes a presentation of the study's data analysis, by answering the study's questions and reviewing the most prominent results of the questionnaire, which were reached by analyzing its items.

4.1 Answering the first question: What is the level of innovative leadership at Al-Aqsa University?

Table (6): Average, Standard deviation, Relative weight, and T . test value

#	Item	Avg.	standard deviation	Relative weight	"T value"	"Sig " value	Order
1	The faculty member presents unconventional ideas	7.05	1.75	70.46	6.81*	0	11
2	The faculty member introduces new ideas to develop the work.	7.63	1.61	76.31	11.55*	0	8
3	The faculty member is keen on creativity in teaching the courses	7.52	1.81	75.23	9.57*	0	9
4	A faculty member helps students think outside the box	8.24	1.78	82.38	14.36*	0	5
5	The faculty member solves problems in creative ways.	7.78	1.78	77.77	11.36*	0	7
6	The faculty provides communication and communication in unconventional ways	7.45	2.48	74.54	6.67*	0	10
7	The faculty member encourages	7.96	1.94	79.62	11.54*	0	6

8	The faculty sets exams in a way that motivates students to think	8.65	1.5	86.54	20.20*	0	3
9	Faculty members contribute to creating educational content in a creative way	8.58	1.59	85.85	18.49*	0	4
10	Faculty members provide lectures in advanced ways	8.68	1.61	86.77	18.90*	0	2
11	Faculty members motivate students to use advanced methods	9.02	1.43	90.15	24.13*	0	1
Total		8.05	1.39	80.51	16.78*	0	

It is extracted from the previous table that:

-The average of item No. (11) is 9.02 (total score out of 10), meaning that the relative weight is 9.02%, and the probability value (.Sig) equals 0.000. Therefore, this item is considered a statistical function at the significance level of $\alpha \geq 0.05$, which indicates that the average. The degree of response to this item has exceeded the degree of average approval "neutrality" which is 6, and this means that there is a very large degree of approval by the sample members on this paragraph.

-The average of item No. (1) equals 7.05, which mean that the relative weight is 70.46%, and the probabilistic value (.Sig) is equal to 0.000. Therefore, this item is considered a statistical function at the significance level of $\alpha \geq 0.05$, which indicates that the average degree of response for this paragraph has increased which means that there is a large degree of approval by the sample members on this paragraph.

-In general, the average equals 8.05, so the relative weight equals 80.51%, and the probabilistic value (.Sig) is equal to 0.000. Therefore, the field of "self-control" is considered statistically significant at the significance level of $\alpha \geq 0.05$, which indicates that the average degree of response differs fundamentally from the average degree of "neutrality" approval, which is 6, and this means that there is a large degree of approval by the sample members on the item of this field.

The researchers attribute that results to the use of advanced methods in Al-Aqsa university which help students to think creatively and have the ability to innovate.

4.2 Answering the second question: What is the reality of the efficiency of strategic ambidexterity at Al-Aqsa University?

Table (7): Average, Standard deviation, Relative weight, and T . test value
Of items in the field of "strategic ambidexterity":

#	Item	Avg.	standard deviation	Relative weight	T-test value"	Sig. value	Order
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1	Faculty members adopt strategies that contribute to increasing market share relative to competitors	7.78	1.79	77.77	11.33*	0	7
2	Faculty members possess 21st century skills that make them excel in their work	7.97	1.59	79.69	14.08*	0	6
3	Faculty members work to improve educational services	8.43	1.43	84.31	19.38*	0	3
4	The faculty member monitors what is happening in the external environment related to the development of education.	8.37	1.38	83.69	19.63*	0	5
5	The organizational structure is easy to change to keep pace with the requirements of the times	8.66	1.3	86.62	23.39*	0	2
6	The university motivates innovative and creative faculty members	8.42	1.31	84.15	21.01*	0	4
7	The faculty member owns a prediction for diagnosing needs.	9.17	1.23	91.69	29.44*	0	1
Total		8.4	1.17	83.99	23.43*	0	

* The average is statistically significant at the significance level $\alpha \geq 0.05$.

The following is extracted from the previous table:

- The average of the seventh item equals 9.17 (total score out of 10), meaning that the relative weight is 91.69%, and the probability value (.Sig) is equal to 0.000. Therefore, this item is considered a statistical function at the significance level of $\alpha \geq 0.05$, which indicates that the average degree of response for this item has exceeded the average degree of "neutrality" approval, which is 6, and this means that there is a very large degree of approval by the sample members on this item.

- The average of the first item equals 7.78, meaning that the relative weight is 77.77% and the probabilistic value (.sig) is equal to 0.000. Therefore, this item is considered a statistical function at the significance level of $\alpha \geq 0.05$, which indicates that the average degree of response for this item has exceeded the degree of approval as the average "neutrality" is 6, and this means that there is a large degree of approval by the sample members on this item.

- In general, it can be said that the average equals 8.40, the relative weight equals 83.99%, the test value is 23.43, and the probability value (.Sig) equals 0.000. Therefore, the field of "strategic ambidexterity" is considered statistically significant at the significance level of $\alpha \geq 0.05$, which indicates that average degree of response to this field is fundamentally different

from the average degree of "neutrality" approval, which is 6, which means that there is a large degree of approval by the sample members on the items of this field.

The researchers attribute this to the faculty members' ability to adopt strategies that contribute to increasing the market share through independent prediction of students' needs.

5. Hypothesis testing

5.1 The first main hypothesis: Is there a statistically significant relationship between innovative leadership and increasing the efficiency of strategic ambidexterity?

Table No. (9) indicates that there is a positive statistically significant correlation at a level less than (0.05) between innovative leadership and the increase in the efficiency of strategic ambidexterity, where the correlation coefficient reached (0.625), and the significance level is equal to (0.000), and thus we accept the hypothesis that there is a significant relationship between innovative leadership and the efficiency of strategic ambidexterity, as the correlation coefficient was high.

To answer this hypothesis, correlation coefficients and the probability value (Sig.) were used to find the relationship, and the level of significance, from the point of view of faculty members at Al-Aqsa University.

Table (8) The relationship between innovative leadership and strategic ambidexterity

Hypothesis	Pearson's correlation coefficient	Prop. value (Sig.)
Is there a statistically significant relationship between innovative leadership and increasing the efficiency of strategic ambidexterity?	*0.625	0.000

Table No. (8) shows that there is a positive statistically significant correlation at a level less than (0.05) with a significance level equal to (0.000), and thus we accept the hypothesis because the correlation coefficient is significant, as strategic ambidexterity is closely related to innovative leadership.

5.2 The second main hypothesis: Is there an effect between innovative leadership and increased efficiency of strategic ambidexterity?

To test this hypothesis, multiple linear regression was used and the following table illustrates this:

Table (9): Multiple Regression Analysis Model

IV	Regression coefficients	Test T	Prop. Value Sig.
Constant value	-0.893	-1.114	0.265
Innovative Leadership	0.227	1.404	0.161
correlation coefficient = 0.722		Adjusted coefficient of determination = 0.512	
Test Value F= 20.921		Prop. Value = 0.000	

From the results shown in Table (9), the following can be concluded:

- Correlation coefficient = (0.722), and adjusted coefficient of determination = (0.512), which means that (51.8%) of the change in increasing the efficiency of the strategic ambidexterity of

faculty members at Al-Aqsa University was explained by a linear relationship and the remaining percentage may be due to others factors affect the innovative leadership of faculty members.

-The calculated F-test value amounted to (20,921), and the probability value is (0.000), which means that there is a statistically significant relationship between strategic ambidexterity and innovative leadership.

It was found that the independent variable affecting the efficiency of strategic ambidexterity among faculty members at Al-Aqsa University is innovative leadership, and the researchers attribute this to the ability of innovative leadership to influence the university and its clients through strategic ambidexterity.

6. Findings and Recommendations

6.1 Results of the study hypotheses Test:

The results of the study were presented by the results of hypothesis testing as follow:

Table. (10) Main Findings

#	Hypothesis	Result
1.	The first main hypothesis: Is there a statistically significant relationship between innovative leadership and increasing the efficiency of the strategic ambidexterity of faculty members at Al-Aqsa University?	Accepted
2.	Is there an effect between innovative leadership and increasing the efficiency of the strategic ambidexterity of faculty members at Al-Aqsa University?	Accepted

Source: Prepared by the researchers based on the results of statistical analysis.

6.2 Achieving the objectives of the study:

The following table shows the extent of the study's ability to achieve its objectives:

Table (11): Achieving the objectives of the study

#	Objective	Achievability	Result
1	Recognize the level of innovative leadership at the Al-Aqsa University?	Theoretical framework, and answering the first question.	Achieved
2	Revealing the reality of strategic ambidexterity at Al-Aqsa University?	Theoretical framework and answering the second question.	Achieved
3	Determining the relationship between innovative leadership and strategic ambidexterity at Al-Aqsa University?	Theoretical framework and answering the results of the first hypothesis.	Achieved
4	To identify the existence of an impact	Theoretical framework	Achieved

	between innovative leadership and strategic ambidexterity at Al-Aqsa University?	and results of the second hypothesis test.	
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6.3 Recommendations related to results

6.3.1 Innovative leadership

1. Providing financial and moral incentives and motivations to faculty members who are excellent as innovative leadership.
2. Redoubling efforts and work to support innovative leadership at the university through training.
3. Getting the experience of other successful universities in the field of innovative leadership.

6.3.2 Strategic ambidexterity

1. Cooperating among different faculties in the university to implement strategic ambidexterity.
2. Paying much attention to the foundations of strategic ambidexterity at the university.
3. Creating a suitable environment for exploiting and exploring opportunities and organizing the organizational structure.

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