

The influence of Ambidextrous leadership on the Perma model of worker welfare

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Abstract

The research aims to know the extent of the influence of Ambidextrous leadership on the Perma model for the well-being of workers and to indicate which of the two companies is the best in directing and investing the dimensions of the concepts of (Ambidextrous leadership) and (Perma Model), but the problem faced by organizations working in the field of communications in the contemporary business environment with The digital trend and the network economy from the intensity of competition and the acceleration of electronic developments and the poor access to resources, so the research focused on (the General Company for Communications and Informatics, the General Salam Company) as a community for research, as an intentional sample of (273) people from the senior leadership was chosen. The General Company for Communications and Informatics and Al-Salam Company, as it included a sample of administrative leaders (47) people according to the law (Herbert Arkin), and the comparative analytical descriptive approach was followed and information and data were collected through the questionnaire. The most important results, which is the interest of the senior leaders in the sample surveyed in the dimensions of Ambidextrous leadership, as well as the presence of a significant effect of Ambidextrous leadership in the Perma model of the two companies, which is a direct effect and that the Ambidextrous leadership explains a higher percentage in the Perma model of the General Peace Company, while the Ambidextrous leadership explains a lower percentage in the Perma model of the General Company for Communications and Informatics.

Keywords: Ambidextrous leadership, Perma Model
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1 Introduction

Based on the embodiment of the perspective of upgrading human capital, which can be enabled through Ambidextrous organizational leaders, which can only inspire business organizations by awareness of all internal and external environmental perceptions, which is linked to an effective administrative system dominated by frameworks of positivity and happiness, so companies should sample research To seek to achieve organizational frameworks and processes that enhance ingenuity in all its dimensions, the current research aims to know the impact of ingenious leadership on the Perma model for the welfare and happiness of workers and to know which of the dimensions is more important for the two research community companies, as companies face the research community the problem of more challenges, which constitute from The largest contemporary strategic areas.

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2 Scientific methodology of research

In this topic, the scientific methodology of the research concerned, included the research problem, the importance of the research, the research objectives, the research hypothesis, and the research hypotheses.

Research problem: The idea of the research began, through the main observation, represented by the deterioration of the performance of some administrative leaders in the two research sample companies), which represent the research community, and their low efficiency, and in wide areas, compared to their counterparts, as well as exploring a way to deepen the concept of Ambidextrous leadership in Iraqi organizations and their management of human cadres. The research problem can be formulated by the following question: What is the role of Ambidextrous leadership in the Perma model for the welfare of workers in the two samples studied?

2.1 The importance of the research

The practical importance of the research is that it is an attempt to arouse the interest of the research sample companies, their leaders and individuals with the behaviors of Ambidextrous leadership, which represents their human capital from their assets, because of its great value in advancing and achieving organizational goals, as well as the importance of promoting happiness and well-being from strategic aspects and its implications Positive, its manifestations appear on the overall business of companies, as the importance of research lies in the following:

- The importance of the research topic is based on the possibility of its application in the Ministry of Communications and specifically in the General Company for Communications and Informatics and the General Salam Company to pave the way for the accreditation of companies to employ Ambidextrous leadership behaviors as a core value that enhances the contemporary strategic foundations of the trends of the companies surveyed.
- The research contributes to directing the senior leaders in the two research sample companies in identifying the concepts and topics of the research and the dimensions of each of the main variables to help overcome the difficulties and challenges facing the research sample companies.
- Motivating the senior management and the human resources department in the two research sample companies to see and take in all dimensions of the topics (adept leadership and dimensions of the Perma model) that contribute to the satisfaction and loyalty of its employees.

2.2 Research Objectives

The research seeks to embody the main purpose of the possibility of knowing the influence that Ambidextrous leadership plays in the Perma model of happiness and well-being, and from this goal, it is possible to derive the sub-objectives:

- Knowing the effect of Ambidextrous leadership in the Parma model for the companies in question.
- Shedding light on the relationship between the Ambidextrous leadership in the (Parma) model in the sample studied.
- Presenting a set of proposals for the companies surveyed that represented the research sample in the light of the results of the current research.
- Finding the optimal and best assortment of Ambidextrous leadership styles, which contribute to raising the effectiveness of the senior management of the two companies in question, and their ability to achieve their goals, and then achieve the goals of the organizations, in a way that integrates with organizational well-being.

2.3 Hypothetical research scheme

The hypothetical scheme is an area to include the logical relations of the research in its quantitative and qualitative aspects, through which the tests are carried out based on the relations specified in the questions of the problem and embodied in the research hypotheses. With all the main and subsidiary relationships of the problem and the objectives expected to be achieved according to the following variables:

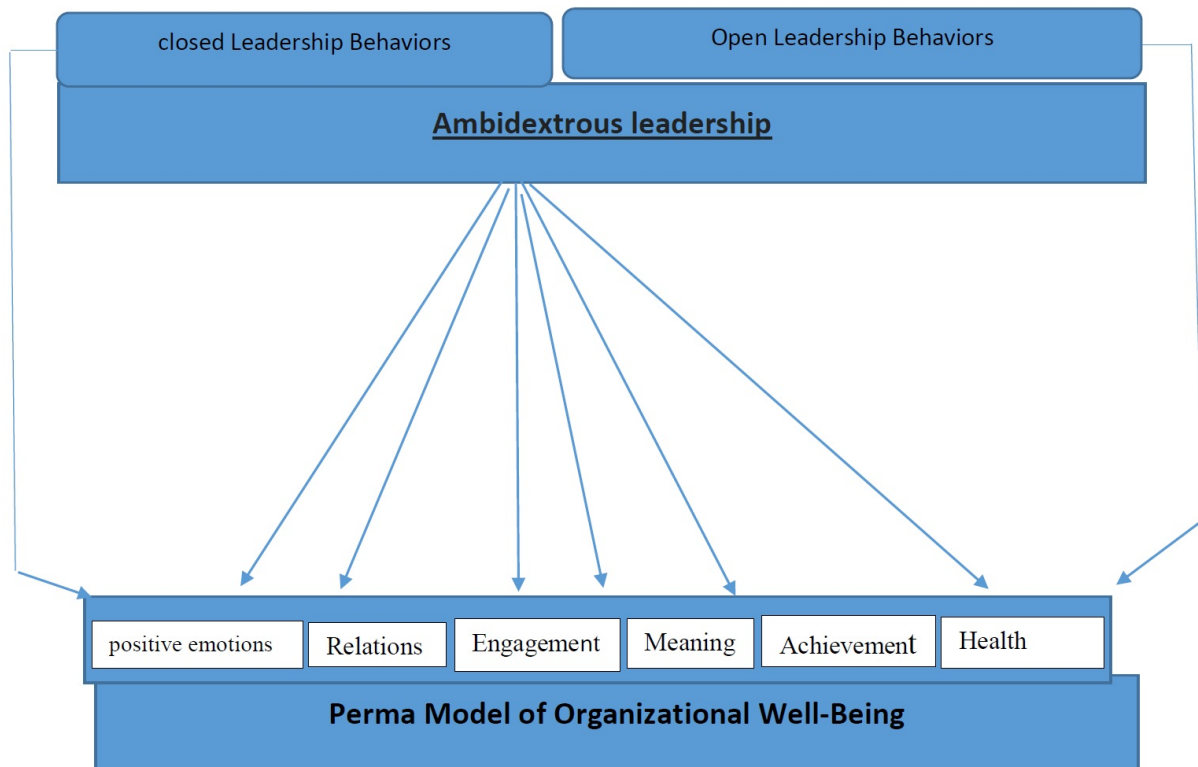


Figure 1: The hypothesis of the research

2.4 Research hypotheses

Hypotheses are an important aspect of scientific research, as they are based on information that embodies the dimensions of its existence and the purpose through which the desired scientific goals are achieved, in the light of the research problem and in light of the questions included through the hypothetical scheme of the research:

1. There is no statistically significant effect between the Ambidextrous leadership and the Perma model in the two companies studied.
2. There is no statistically significant effect of the Ambidextrous leadership in the dimensions of the Perma model in the two research sample companies.

2.5 Research sample and methods

The questionnaire was distributed to the administrative leaders (general manager, assistant general manager, heads of departments, directors of divisions) for the General Company for Communications and Informatics, whose number reached (273) people and for the General Peace Company, number (47) according to the law of (Herbert Arkin), and the questionnaire was adopted to obtain The data for the practical side included three parts, the first part of which included the information included in the research sample, the second part included the scales related to Ambidextrous leadership, and the third part included the scales of the Perma model of happiness and well-being, according to the (Liker) scale, the apparent validity was achieved through It was presented to a number of experts in the field of administrative sciences, and was subject to the content validity, where the validity value of the questionnaire was (0.910) and reliability tests were conducted on it and included good results amounting to (0.828).

3 Philosophical framework for research

3.1 Ambidextrous leadership

Leadership is a phenomenon that has been concerned with many branches of knowledge that have existed since the beginning of creation, but as a science and theories that appeared after thousands of years for the emergence of this

phenomenon, the term leadership did not appear until the late seventeenth century AD [56], historically The word ambidexter comes from Latin, the syllable "ambi" translates to "right" and dexter translates to "both", according to the Oxford English Dictionary, and with the development of management thought, relevant studies indicated as a general concept that dexterity means "the ability of a person to use of both hands with equal ease" as [48] considered it. Later organization theorists adopted this term to describe the behavior of organizations because of its strategic importance i.e. this term was adapted in the organizational field in particular, and in order to achieve a better understanding of this Topic will be discussed The development of the concept of Ambidextrous leadership Most scholars agree that (Duncan) was the first to coin the term organizational skill and then adopted and adopted by subsequent studies. Researchers emphasized that in order to achieve long-term success, organizations need to consider each different or introducing new innovations [35]. The concept has been used by many researchers and thinkers in organizational fields such as [12] (Tempelaar). They referred to the concept of ingenuity as an organizational orientation [2]. Where the concept of ingenuity was used and applied in the first study On administrative contradictions, the introduction focuses on the importance of multiplicity in organizational structures to support current and future innovation processes. The subject of Ambidextrous leadership has received great attention from a theoretical and practical point of view, and as a result many concepts and terms related to this concept were presented, as the concept of Ambidextrous leadership developed in a way Notable in light of the efforts of researchers according to their philosophical orientations and according to the activities required by the organization, so the field of leadership in the field of business administration has gained great interest by researchers in order to gain insight into this concept and its interpretation and to present theories that explain the phenomenon of leadership in one way or another. The main dilemma facing researchers in the field of Ambidextrous leadership is to determine the exact and appropriate definition of the term without going into other similar concepts, in order to determine the best concept of Ambidextrous leadership. In order to succeed, Duncan emphasized that an organization "must be strategically sensitive to significant changes and also concerned with conducting its activities in the most efficient manner" [58]. A prototype of Ambidextrous leadership has been developed by Vera and Croissant. Those who claim that there is a need for a common leadership style [59], as Ambidextrous leadership is an attempt to respond organizations to the pressures they face in both discovery and investment activity at the same time in order to deal with diverse circumstances as a result of the complexity and acceleration of the contemporary business environment [39] The leader's ability to support the exploratory and investment behaviors of subordinates is through reducing or increasing differences and exchanging flexibility between multiple behaviors, and Ambidextrous leadership includes three elements: The leader's closed behaviors to promote investment, the leader's open behaviors to promote exploration, and the flexibility to switch between both types of behavior according to the situation [9], so (Burgelman) is one of the main contributors to the clarification of the concept of ingenuity, as mentioned in the internal environment strategy model, that shared values and meanings, which are created separately, are not sufficient for organizational survival and suggested that organizations should benefit from reducing or limiting the increasing (independent) heterogeneity of strategic processes, and leadership has been described as "the glue that holds organizations together, especially in periods of change" [29]. The concept of Ambidextrous leadership indicates that it is the ideal administrative leadership style as mentioned by it [10]. In which the leader can demonstrate both transformational leadership styles and transactions, despite the degree to which the specific approach can differ, that the new processes relate to initiatives within the current scope of the strategy, and that the independent processes relate to the initiatives that are the core of the organizations strategy, which involves the creation of competencies new [35].

This opinion is consistent with studies that indicated that this type of leadership depends on two types of behavior, closed leadership behavior and open leadership behavior, and flexible switching between them to improve work performance. Behaviors, the required competencies should include: Open Leadership Competencies (OLC), Closed Leadership Competencies (CLC), and Flexible Leadership Competencies (FLC) [3]. Leadership that supports creativity and innovation, capable of creating a state of balance between the two dimensions of its behavior, exploration and investment, and motivating and supporting employees to be adept and able to develop work and raise its level of efficiency.

3.2 The importance of Ambidextrous leadership

Organizations of different sizes and goals for survival and growth, and these goals can only be achieved by the presence of a Ambidextrous strategic leadership capable of achieving organizational goals. With these pressures, as well as working to explore ideas, generate and invest them correctly, and then promote and implement them, and this is particularly reflected in organizational performance and the importance of Ambidextrous leadership in light of the philosophical orientation on which the research depends through the axes:

- The importance of Ambidextrous leadership by motivating performance through innovative behavior.

- The strategic importance of organizational ingenuity and the role of knowledge management in enhancing competitive advantage.
- The importance of Ambidextrous leadership in organizational support operations: Organizational support operations are represented through the ability of Ambidextrous leader to promote the approach based on two types of behavior, the first is the open behavior of the leader to promote exploration activities, and the second is represented by the closed behavior to promote investment activities [5] As he sees it [6] that the organization's ability to ingenuity and the concept of justice in the organization has an indirect and positive impact on the perception of organizational support operations, as companies that use their general knowledge and skills increase the effectiveness of their innovative activities and help to include the exploratory and development capabilities of the organization and in a way Significant and enhance the personal development of employees.
- Adept leadership behaviors (openness and closure) promote high levels of exploration and investment behaviors, thus motivating innovative employee performance, and leader behaviors positively predict employee exploration and investment behaviors, and employee innovative performance was largely expected through open and closed behavior of the leader. And the interaction between these behaviors, [4] and that the model represented by creative leadership requires leaders to be able to direct support to workers in the field of striving to act brilliantly, and that Ambidextrous leadership is represented by the leader's ability to maximize exploratory activities based on open behavior and maximize investment activities through Closed behavior and flexible shift between both behaviors according to the exigencies of the situation [46]. It also encourages the achievement of goals and innovation in a way that reduces employees' fears of uncertainty and enhances self-efficacy, and innovation is a vital element for organizations to survive in the current competitive world, and thus Leaders constantly try to promote innovative work behaviors of subordinates.
- The strategic importance of organizational ingenuity and the role of knowledge management in enhancing competitive advantage: The developmental and exploratory strategies to which organizations allocate their resources are two fundamentally different activities, where knowledge contributes to the sustainability of the competitive advantage of organizations [27]. Studies indicate that organizations that have innovative and exploratory features and have the ability to use these features in all their resources, which are defined as creative organizations, implement innovative strategies in order to acquire new skills and new markets with their ability to use their resources efficiently under global competitive conditions [19].

3.3 Objectives of Ambidextrous leadership

Research and organizational literature has shown that Ambidextrous leadership has overcome challenges and complexities in a dynamic environment and provided sustainable organizational performance, while there are growing interests for both corporate practitioners and academics on the subject of organizational agility, and extensive experience in the field of business management also confirms that Ambidextrous leadership is crucial. The importance of the current and future performance of the organization [28] The goals of Ambidextrous leadership can be represented according to the intellectual orientation of the research through:

1. The Ambidextrous leadership aims to raise the level of the general performance of the organizations. The Ambidextrous leadership contributes to raising the level of the entire organizational processes through participation in the creative process and the importance of the value and identity of the creative role in innovative work behaviors, as it shows the positive role of Ambidextrous leadership, through the link between the components of creativity with leadership practices and how to use the various data of Ambidextrous leadership by leaders to enhance their followers' sense of creativity and their innovative initiatives thus enhancing their overall performance [38].
2. Adept leadership contributes to managing uncertainty, alignment, and environmental adaptation. The Ambidextrous leadership aims to manage organizations of all kinds in a manner that is characterized by adapting to the factors of environmental uncertainty and facing cases of competitive pressures [13]. The value of Ambidextrous leadership behaviors is highlighted through the organization's ability to effectively adapt to the environment and make decisions in the long term at the organizational level [45] and the Ambidextrous leadership aims by maximizing performance by paying attention to adaptive, flexible or legal culture, and meeting the requirements of The dynamic environment, facing ambiguity and responding to the requirements that enable the modernization of leadership styles that seek to enhance the confidence of leaders and the culture of performance and attention to the culture of adaptation and adaptation, which will benefit both leaders and subordinates.

3. Adept leadership helps enable organizations to deal with stress.

Ambidextrous leadership faces various organizational pressures, through exploration and investment processes, as [62] indicates that Ambidextrous leadership aims to support the ability of organizations to establish and maintain exploratory and investment activities simultaneously in order to deal with diverse circumstances. As a result of the accelerating complexity of the environment with a competitive field, the application of different courses of action at the same time, and the management of a wide range of learning processes at various levels to support the discovery and investment processes, and that the overall open and closed leadership behavior is important, as the different behaviors must be adapted in a flexible manner that corresponds to the requirements of the task or The creative or innovative side of the work [1].

3.4 Dimensions of skillful leadership

Perhaps the concept of Ambidextrous leadership has become one of the recently circulated concepts in administrative writings, and many researchers have come to consider it one of the important concepts in the field of strategic management. b) closed behaviors that enhance investment procedures in organizations and (c) the leader's ability to alternate between each behavior according to the directions of each situation [32].

- Open leadership behaviors

Exploration is the ability to acquire new knowledge in particular in terms of identifying the market, competitors and customers, where the organization is a source of value by dismantling the old model that is no longer a market leader and exploring new models, but most importantly the mutual contract that aims to achieve mutual integration of the process of creating value Added at the organization level (along with creating value for customers) [50]. Open leadership behavior is a set of behaviors that includes encouraging subordinates to do things differently, trying different things, giving them the opportunity to think independently, and motivating their attempts to successfully interact with the current situation [13]. Therefore, open leadership behaviors enhance exploration activities, which include trying new and different things, which provides opportunities to stimulate thinking, allow mistakes, and encourage risk taking [46]. To confirm this, the researcher believes that by looking at the studies, Ambidextrous leadership behaviors promote exploration from developing new, radically advanced products, as well as learning through completely new organizational processes [37]. Open leadership behaviors include the ability to establish an open climate, direct workers to take risks, break rules to search for solutions outside the safe area, challenge prevailing methods, stimulate new approaches and methods to deal with problems facing organizations, and create a supportive culture for learning from failures and mistakes, as well as independence in performance.

- Closed leadership behaviours

Closed leadership behaviors refer to investment behavior that depends on reinforcing the investment of current activities and ensuring that employees carry out tasks by taking corrective measures and monitoring the achievement of goals, following laws and instructions, and adhering to work routines [62]. The importance of well-qualified competencies and the emphasis on routine aspects in achieving performance, [51]. Achieving efficiency in performance, adherence to rules, structuring tasks, giving instructions, completing tasks, following up on achieving goals, performing corrective aspects, following up on commitment to plans, and activating commitment to the hierarchy [23]. The researcher believes that it is possible to derive the intellectual implications for the dimensions of Ambidextrous leadership, for example, the suitability of the closed pattern of Ambidextrous leadership patterns to the industrial era, while the knowledge age requires an open leadership style and that the process of development in the field of Ambidextrous leadership is a continuous process and does not stop, and this requires relevant changes The future dimension, and to be prepared for the radical changes of the third millennium.

4 The Perma model of happiness and well-being

4.1 The concept of the Perma model of happiness and well-being

Happiness is the highest of all goods that can be achieved through work [47], as he [41] revived the Aristotelian view of the good life by distinguishing between good happiness and pleasure, where the historical development of the general concept is linked Subjective well-being is a term that includes all assessments that people make about their lives, including their experiences and perceptions about previous work. I identified [15] that there are three Distinctive

requirements to achieve self-well-being: 1. Subjective factors i.e. within the experience of the individual 2. Subjective well-being should include positive criteria, not just the absence of negative factors 3. Subjective well-being measures usually include a general assessment of life (such as a rating of life satisfaction), the main difference being the inability to attain the good life only by striving for only the right desires, and not for all kinds of desires. Thus, one can attain happiness in the sense of the good life [61]. The concept of happiness contributes to the understanding of pleasure and thus contributes to the reinforcement of behavior, through the calculus also known as the calculus of utility in the sense of calculating the total value of the individual calculus, which is determined by comparing good and bad tendencies based on this calculation, a person can From how to identify appropriate behavioral patterns, because the procedures that promise the highest values at the level of society are the best [8]. The development of the concept of happiness and well-being can be discussed through:

The origin and development of the Perma paradigm goes back to a relatively new direction in psychology, which is "positive psychology", which in turn can be traced back to humanistic psychology [20] in contrast to the pre-existing approach directed toward focusing on mental health, [24] Positive psychology refers to "interventions that aim to increase positive feelings, behaviors, and cognition, while using pathways or strategies based on theoretical and empirical domains to increase well-being". Humanistic psychologists focus on the human tendency to strive for personal growth and on topics such as "Love, creativity, growth, self-realization, peak experience, courage and related topics" [36] reflect this idea. Abraham Maslow was the first to use the term "positive psychology", to advocate more from the interest in the positive aspects of humanity, its capabilities, virtues, and aspirations [34]. Positive psychology is a comprehensive term for theories and research on what makes life worth living and this refers to the immune value of the human being, and its importance in living a good life [57], where positive psychology examines positive personality traits, positive emotions and enabling institutions [33]. To increase people's levels of happiness, positive mental health and personal prosperity over the years, the concept of prosperity has received international attention from academics of positive psychology, as there is a general consensus that prosperity is beneficial to individuals, groups, organizations, and Individuals and Societies Prosperity has become an influential construct in welfare research. In general, prosperity refers to high levels of well-being [25]. The researcher believes that this stage is the emergence of happiness as an emerging concept that enhances the aspects related to positive psychology, which represents a breakthrough for the emergence of a research perspective that contributes to strengthening aspects of strategic management of business organizations in a way that contributes to achieving organizational goals.

4.2 The importance of the Perma model for well-being and happiness

The role and importance of the Perma model for the happiness and well-being of workers extends to all areas of life, especially in the economic field, which showed distinct aspects through business strategies, which enhance the achievement of goals in accordance with organizational plans and includes the process of preparing budgets and work programs, which were revealed by the results of research and studies In various fields and at the level of many countries of the world, which have been theorized within the trends of organizational health psychology, which theoretically contribute to the administrative literature through its connection with positive psychology and its effects by supporting workers' trends towards influencing their behavior and attitudes at work, which affects the Their job loyalty and organizational identity [22] and that happiness is one of the main themes that humanity has been striving for, because it affects each of us to the fullest extent up to the degree, more precisely, determines individual success in many areas important lives, including physical health, work performance, income, friendships, and marriage [17, 16]. Besides, happy people have stronger bodies, immunity, more social activity, creativity and altruism.

4.3 Objectives of the Perma Model of Well-being and Happiness

The concept of well-being enhances several aspects related to the supreme value of human existence as individuals and as societies and organizations. The most important of these aspects is deepening the sense of the importance of collective impact, belonging and citizenship, as it means membership in the community determined internally by rights, participation, duties and identity for members of society, which gives a strong sense of collective action. And partnership in the pursuit of social solutions and community improvement and the importance of appreciating the valuable contributions of all stakeholders and playing roles within the community [7]. The objectives of the Perma model can be included according to the objectives and directions of the research through:

First - the model aims to promote higher values and achievements on the human level.

Second - The model contributes as a measure and indicator adopted at the national and international levels to assess well-being and happiness.

Third - The model aims to qualify and raise the levels of individuals and learn from experience.

1. The model aims to promote higher values and achievements at the human level, as the appreciation of the values of beauty and excellence, which is reflected in a healthy self, works to estimate the strengths of individuals and raise the level of skills and achievements [54]. This reinforces positivity as a supreme value in the larger society. The "real happiness" theory (Seligman) proposes that there are three pathways to happiness: by engaging in pleasurable lives (experiencing high levels of positive emotions), living a committed life (by flow), and living a meaningful life (by utilizing strengths in The search for something greater than the self), argues that true happiness theory is one-dimensional in that all three components of happiness are measured entirely subjectively, while the five components of well-being theory are measured subjectively and objectively. Good meaning, good relationships and achievement, as mentioned by [55].
2. The model contributes as a measure and indicator based on the national and international levels to assess well-being and happiness: more objective influences, determinants or factors leading to happiness (income, education levels, health status, etc.) are measured and analyzed, preferring to focus on the resources available to individuals, families and organizations, and outcomes that are more objectively observable (improved health, better paying job, etc.) Wholeness of well-being cannot be separated from the content of the self [60].
3. The model aims to qualify and raise individuals' levels and learn from experience: "Happiness can be achieved through satisfying infinite human ambition" [14]. It suggests that benefit is "the fields of learning and experience", one of which is health and well-being, and that through education Young people develop habits that encourage their own well-being and the well-being of others, "will contribute to reducing health inequalities and improving well-being more broadly". The model emphasizes self-control, as self-control may cause immediate losses in organizational capacity but over time can increase The ability to self-regulate [52].

4.4 Dimensions of the Perma Model of Well-being and Happiness

Most researchers now believe that well-being is a multidimensional construct and that the diversity of dimensions has created a "confusing and contradictory research base" [44], and a sense of meaning, and achievement (known as PERMA) [42].

- Positive feelings: It is considered as a basic value of society and expresses the desire of individuals to do good deeds, to support each other, to work together and to take care of each other, where the feeling of love should be on the part of the members of society [30]. It is a critical area for promoting many favorable life outcomes such as sociability, altruism, admiration for self and others, health, problem-solving skills and original thinking perspectives, along with a "significant impact on life" and is the central component of authentic happiness theory, in the PERMA model. However, it represents one of five factors that contribute to well-being [31] and positive emotion includes all subjective well-being variables which are pleasure, euphoria, comfort, and warmth.
- Participation: Participation refers to a state in which one feels long-lasting "satisfaction" during activities through a strong association with skills that match strengths and virtues. Achieving the goal and the process of reaching the goal [53] Participation enhances employee interaction in the work environment and creates links between emotion, physical and psychological health (e.g. safety, meaning, accessibility), availability of cognitive energy for work performance and production, and the process of maintaining proactive aspects in the fields Operation [26].
- Positive Relationships: Positive relationships constitute the third component of the PERMA model, as "the things that define us as human beings are the relationships we form" [40, 55] explains that humans are emotional creatures who continue to search for relationships. Which will fuel what he calls "cell feelings" (such as love, compassion, kindness, teamwork, and self-sacrifice) could be humans' natural need to create social bonds through sharing and understanding, and the need for others to understand their emotions and thoughts.
- Meaning: The concept of meaning shows as the use of one's power and "to provide knowledge, power and goodness" i.e. the use of strengths "to belong to the service of something greater than ourselves such as knowledge, goodness, family, society, politics, justice or a higher spiritual power". This approach highlights this approach. It also highlights the value and importance of meaning in life, and mental health, whereby special attention is given to lofty values and shows the approach that followed [43]. Both of which adopted Aristotle's idea and emphasized the promotion of virtues and powers. Personality by researching major philosophical and spiritual traditions, which are: (a) wisdom (b) courage (c) humanity (d) justice (e) moderation and (f) transcendence, as well as promoting individual well-being and social development [49] also takes an approach focused on personal development and motivation.

- Achievement represents the fifth element of the PERMA model, where achievements can be observed, recognized and rewarded from the outside, and therefore it is focused on setting goals, mastery and efficiency, and "determination" was identified as a prelude to achievement, and boldness was described as "perseverance and passion" By achieving long-term goals [18], commitment requires competencies in self-regulation and discipline, besides [11] the importance of pursuing this area in order to achieve personal growth and individual well-being is Also supported by the theory of self-determination.
- Positive health: The innovative strategic management of socially and environmentally conscious business organizations recognizes the importance of paying attention to the areas of health as an important goal to achieve sustainable development, and that attention to mental and emotional health considerations is one of the advantages of work that enhances the well-being of employees, their satisfaction and loyalty to their place of work, and discovers well-being as a unique combination of its own. It is vital in its mental and emotional form [21].

5 The practical side

5.1 Describe the responses of the research sample to the independent variable (Ambidextrous leadership)

The Ambidextrous leadership from two dimensions and each of these dimensions includes questions estimated at ten paragraphs that were answered within the questionnaire submitted to the administrative leaders in the General Company for Communications and Informatics and the General Salam Company, which included (General Manager, Department Manager, Associate Director), and these dimensions included (Open leadership behaviors and closed driving behaviors), we note through Table 1 that the results of the arithmetic mean, standard deviation, coefficient of variation and the relative importance of the variable (Ambidextrous leadership) for the General Company for Communications and Informatics, as the independent variable (Ambidextrous leadership) for the telecom company won the arithmetic mean Which is (3.25) and this indicates a high slope for the individuals of the research sample, which is less than the arithmetic mean of the General Salam Company, which amounted to (3.56), and this indicates a very high slope and a standard deviation of the Public Communications Company and the General Salam Company amounted to (630.) (.52), respectively, and the standard deviation indicates the presence of homogeneity and consistency in the answers of the sample members, while the coefficient of variation reached (19%) and the relative importance (65%), while the value of the coefficient of variation reached the General Peace Company (15%) and relative importance (71%), as the results indicate a moderate interest in the Ambidextrous leadership variable among the sample and to the effective role of the senior leadership in the companies in question by generating creative and innovative ideas and behaviors through motivating and directing department heads and people's officials to implement plans Corporate strategy.

Table 1: describes the responses of the two samples to a variable Ambidextrous leadership

Total				Al Salam General Company				The General Company for Communications and Informatics				independent variable
Relative importance	Variation coefficient	standard deviation	Arithmetic mean	Relative importance	Variation coefficient	standard deviation	Arithmetic mean	Relative importance	Variation coefficient	standard deviation	Arithmetic mean	
0.66	0.19	0.62	3.29	71	0.15	0.52	3.56	65	0.19	0.63	3.25	Ambidextrous leadership

5.2 Describe the responses of the research sample to the dependent variable (Perma model of happiness and well-being)

The Perma model for the happiness and well-being of employees consists of (six) dimensions, and each of these dimensions has sub-questions that were answered within the questionnaire submitted to the administrative leaders in the General Company for Communications and Informatics, which included (general manager, department manager, assistant manager), and these dimensions included (Positive feelings, participation, positive relationships, meaning,

achievement, and positive health), we note through Table 2 that the results of the arithmetic mean, standard deviation, coefficient of variation and the relative importance of the variable (Perma model of happiness and well-being) for the Public Company for Communications and Informatics, which has the arithmetic mean, which is (2.92), which indicates a high tendency for the members of the research sample and indicates the depth of the company’s interest in consolidating the welfare values of its employees according to a specific strategic perspective, which is less than the arithmetic mean of the General Salam Company, which scored (3.84), which is a very high slope, which confirms the keenness The company aims to form a healthy work environment in which the values of positivity, happiness and well-being flourish, with a standard deviation of the sample of the General Company for Communications and Informatics and the General Peace Company, respectively, which was estimated at (93) (60), which indicates There is homogeneity and consistency in the answers of the sample members, while the coefficient of difference for the sample of the General Company for Communications and Informatics and the General Salam Company, respectively, reached (32%) (16%) and included the relative importance of the General Company for Communications and Informatics (58%) and the General Salam Company (77%). The results indicate the interest in the variable of the Perma model of happiness and well-being in the sample and to the effective role pursued by the senior leadership in the two companies by contributing to the formation of a work environment characterized by creativity, openness and productivity, which is reflected positively on the level of performance, and deepening the awareness about the importance of happiness and well-being through the concept of Balance in all aspects of the lives of working individuals and from a realistic perspective.

Table 2: describing the responses of the two samples to the variable Perma model of happiness and well-being

Total				Al Salam General Company				The General Company for Communications and Informatics				dependent variable
Relative importance	Variation coefficient	standard deviation	Arithmetic mean	Relative importance	Variation coefficient	standard deviation	Arithmetic mean	Relative importance	Variation coefficient	standard deviation	Arithmetic mean	
0.61	0.31	0.95	3.05	77	0.16	60	3.84	58	32	0.93	2.92	Perma model

5.3 The research hypotheses were tested, which included

(There is no statistically significant correlation between Ambidextrous leadership and the Perma model for the welfare of workers for the General Company for Communications and Informatics and for the General Peace Company at the overall level) The results of Table 3 indicate the existence of a positive direct correlation between Ambidextrous leadership and the Perma model for the welfare of workers for the two research sample companies at the total level, and with a correlation coefficient of (412*). The amount (5.100) is greater than its tabular counterpart of (1.967) at the level of significance (0.05), and this result indicates the acceptance of the main hypothesis that states (there is a statistically significant correlation between Ambidextrous leadership and the Perma model for workers’ welfare for the General Company for Communications and Informatics and for the General Peace Company On the overall level), and based on the foregoing results, the fact that my research company adopts Ambidextrous leadership clearly contributes to giving it the ability to achieve the welfare of workers.

Table 3: shows the values of the correlation coefficient between Ambidextrous leadership and the Perma model for the two samples

Sig	T	Perma model	pointer	variable
Significantly	5.100	412*	correlation coefficient	Ambidextrous leadership
		0.000	moral value	

The main effect hypothesis has been tested, which states (there is no statistically significant effect between Ambidextrous leadership and the Perma model for workers’ welfare for the two companies, the General Company for Communications and Informatics and the General Peace Company on the total level), and the linear regression equation was as follows:

$$Y = a + Bx$$

$$\text{Perma model} = 0.790 + 0.723 (\text{Ambidextrous leadership})$$

It is clear from Table 4 that the value of the total coefficient of determination has reached ($R^2 = 0.242$) meaning that the Ambidextrous leadership explains (24%) of the Perma model, while the remaining percentage (76%) represents other factors that did not enter the research model, and that (F) calculated (54.44), and this means that there is a significant effect of Ambidextrous leadership in the Perma model, because any change in Ambidextrous leadership leads to a change at the same level in the Perma model, due to the effect of each on the other, and this indicates that the regression curve is good for determining the relationship between the two variables, and the constant value reached ($a = 0.790$), meaning when Ambidextrous leadership is equal to zero, the Perma model will not be less than this value, and the value of B amounted to ($B = 0.723$) it indicates that an increase of one unit in Ambidextrous leadership will lead to an increase By the same amount in the Perma model, and it appeared that the value of Ambidextrous leadership and the Perma model are of importance in the research model, and indicates the acceptance of the main hypothesis that states (there is a moral effect with statistical significance between Ambidextrous leadership and the Perma model for the welfare of workers for the General Company for Communications and Informatics and for the Peace Company general at the general level to me).

Table 4: The effect of Ambidextrous leadership in the Perma model for the General Company for Communications and Informatics and the General Salam Company on the overall level

dependent variable	Sig	F	R2	Sig	T	regression coefficient	independent variable
Perma model	0.000	54.44	0.242	0.57	2.24	0.790	a
					9.56	0.723	B

6 Conclusions and recommendations

The research reached a number of conclusions, the most important of which are:

1. There is a weak interest on the part of the General Company for Communications and Informatics in motivating administrative leaders towards innovation processes in risk management, which limits their strategic role to achieve ingenuity.
2. The two companies achieve wide interest in flexibly dealing with their Ambidextrous leader in the areas of strategic planning and in accordance with the future vision and in a manner consistent with its current and future goals, policies and values.
3. The two companies in question have a deep belief in commitment to the strategic directions that are directly related to the policies, plans and programs that are integrated with the economic and social sectors and activities of the Ministry of Communications and which are part of the welfare of society as a whole.
4. The two companies are deepening the frameworks and strategic contents of the skillful leadership perspective by exchanging between open and closed leadership behaviors through the development and development of managerial capabilities.

The research recommendations included:

1. It requires the General Company for Communications and Informatics to reconsider the establishment of incentives and rewards systems that contribute to enabling Ambidextrous performance and raise the possibility of achieving the desired goals and strategic directions.
2. The two companies sometimes need to pay more attention to the areas of strategic planning for the overall business and at all organizational levels because of its profound effects on directing resources in an optimal manner and investing capabilities and talents in a way that integrates with the economic system of the country.
3. The two companies must make more exceptional efforts related to upgrading the strategic directions of all policies, plans and programs followed, which are integrated with this strategic sector, which represents a sustainable core value and the backbone of contemporary life.
4. It requires the two companies in question to continuously enable Ambidextrous leadership as an integrated philosophy that promotes higher values and work ethics by exchanging between open and closed leadership behaviors.
5. The two companies in question must deepen the knowledge frameworks through the process of increasing interest in organizational knowledge management, re-publishing and updating it on an ongoing basis, through which organizational prosperity is achieved, which is a basic axis for the well-being of society as a whole.

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