

Soft Leadership and its Role in Achieving Strategic Ambidexterity Views of a Sample of Senior Leaders in Technical Colleges in the AI-Furat Al-Awsat

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ABSTRACT

The current research aims to test the relationship and influence between Soft leadership and: Strategic Ambidexterity. The Soft leadership variable includes four dimensions represented by (communication skills, initiative skills, training skills, team building) and its role in achieving Strategic Ambidexterity, which includes two dimensions (exploitation and exploration). This research relied on the analytical method for the data collected from the opinions of a sample consisting of (67) questionnaires collected from senior leaders in technical colleges in the Middle Euphrates, which number four colleges, which are (Technical College / Musayyib, Technical Engineering College / Najaf, Technical Administrative College / Kufa, College of Health and Medical Technologies / Kufa). Research hypotheses were tested using simple correlation coefficients, multiple regression analysis, and many other appropriate statistical tools to achieve the goals of the current study using this procedure (SPSS.v.24). The results reached in the practical side of the research proved the validity of the proposed hypotheses, in the light of which the researchers concluded a number of results, most notably the existence of a moral and positive effect between soft leadership and Strategic Ambidexterity. Through Soft leadership, the leader deals with team members in a manner that enhances confidence, will and initiative. The soft leader encourages personal development and enhances the capabilities of individuals to contribute to the strategic decision-making process and its implementation. By establishing strong relationships and a positive work culture, a soft leader can foster a willingness to experiment with ideas and implement strategic changes to adapt to internal and external developments.

1. Introduction

Soft leadership is a leadership style that focuses on inspiring, encouraging, and directing in non-traditional ways. This style is characterized by the size of the desire and ability to influence others and communicate effectively, Since the leader has the ability to hear and understand others and

motivate them to participate effectively, he comes out of being a traditional leader, Interest in soft leadership and its role in business organizations has increased because the current organizations are subject to many pressures that impose on them the need to be the best, fastest and strongest in achieving competition. Therefore, the use of leniency and flexibility in work will make success in achieving goals less dangerous and more interactive within the scope of performing the required work. the organization. Soft leadership is essential in the personal and professional lives of individuals and is the cornerstone of establishing strong relationships that enable these abilities to create relationships, build trust with others, and lead teams. It contributes to improving employability as well as enables success, gives adaptability in the workplace, and makes effective leaders with strong skills. In dealing with others, helps to shine, enables individuals to exchange ideas, negotiate, and seek support from others more effectively, and cooperates together, enhances decision-making, provides a positive work climate, facilitates problem solving, enhances customer service and sales, and helps retain employees. Strategic ambidexterity is key to steer an organization's continued success and product development as it enables the organization to generate profits and innovate in the long run. The importance of strategic ingenuity in helping organizations achieve competitive superiority and distinction. A clever organization can achieve higher performance and sustainability avoid major or sudden organizational changes and costs associated with switching governance patterns, get rid of organizational inertia adapt to changes beyond its control and even benefit from it because it is always in a position of anticipation, readiness and ready to take action actions necessary to shape its future The current research came to identify the role of skillful leadership in achieving strategic ingenuity in four colleges belonging to the higher education and scientific research sector in Iraq. This study consists of four main axes: the first axis deals with the research methodology and procedures, the second axis deals with the literature of the study variables, the third axis deals with the applied aspects of the study, and the fourth and final axis deals with the present conclusions and recommendations.

2. Research Methodology.

2.1. Research problem

The lack of effective communication and participation between the team members or between the different levels in the organization will negatively affect the performance of the organizations and thus the achievement of future goals will be hindered and an imbalance will result between the short and long-term strategic plans. Therefore, the current research seeks to show whether leaders practice Soft leadership, which in turn affects the achievement of Strategic Ambidexterity? Therefore, the research problem is embodied in the following questions:

1. What are the skills that characterize leaders in the research sample colleges?
2. What is the Strategic Ambidexterity in the research sample colleges?
3. Finding out whether Soft leadership positively affects achieving Strategic Ambidexterity.

2.2. Study objectives

The current research includes a set of objectives that it seeks to achieve, which are as follows:

1. Verifying that senior leaders in the research sample colleges have Soft leadership .
2. Recognizing the extent of the ability of senior leaders in the research sample colleges to invest and exploit opportunities to achieve strategic prowess.
3. Exposing the effect of any of the Soft leadership indicators on the exercise of Strategic Ambidexterity.
4. Provide recommendations to the research sample colleges about encouraging leaders towards flexible leadership and adopting means that increase their ability to exploit and explore opportunities.

2.3. Research Importance

The importance of this research can be summarized as follows:

1. The importance of this study stems from the importance of its variables, as soft leadership represents the personal and behavioral skills that leaders help influence employees.
2. The study contributes a new addition to the relevant literature.
3. The study contributes to the formation of the scientific structure of knowledge related to the subject of soft leadership and strategic dexterity.
4. This research enables other researchers to benefit from the findings of the research and the recommendations made by the research in their research endeavors to provide a more comprehensive research on the variables of the study.

2.4. Research Hypotheses

H1: (The first main hypothesis (there is a positive and significant correlation between Soft leadership in its dimensions (communication skills, initiative skills, training skills, team building) and Strategic Ambidexterity. Two sub-hypotheses branch out from it:

1. There is a positive and significant correlation between Soft leadership and its dimensions (communication skills, initiative skills, training skills, team building) and after exploitation.
2. There is a positive and significant correlation between Soft leadership and its dimensions (communication skills, initiative skills, training skills, team building) and after exploration.

H2: (Soft leadership affects its dimensions (communication skills, initiative skills, coaching skills, team building skills) on Strategic Ambidexterity in a positive, statistically significant effect. Two sub-hypotheses branch out from it:

1. Soft leadership with its dimensions (communication skills, initiative skills, coaching skills, team building) has a positive, statistically significant effect on the exploitation dimension.
2. Soft leadership in its dimensions (communication skills, initiative skills, training skills, team building) has a positive, statistically significant effect on the exploration dimension.

2.5. The hypothetical model for the study

The figure1. below presents the hypothetical model of the study

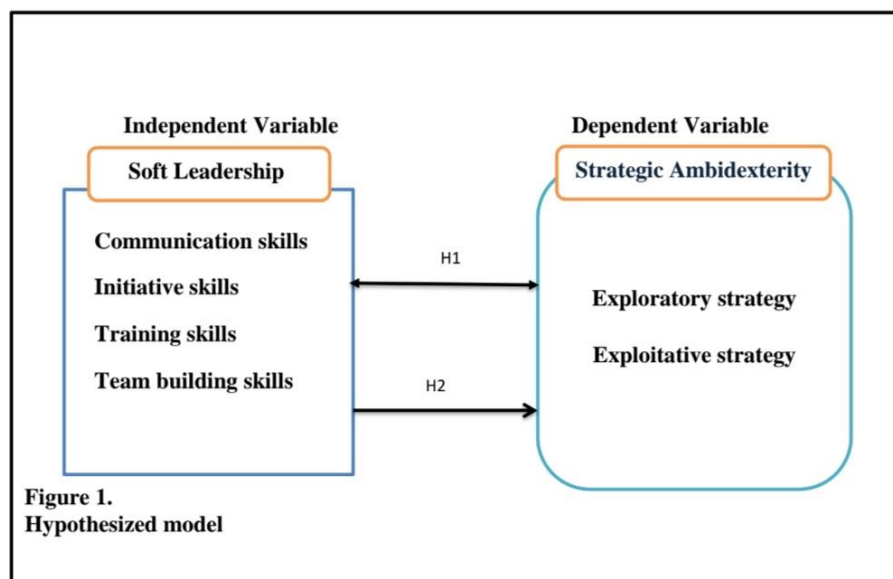


Figure 1.
Hypothesized model

3. Review of Literature

3.1. The concept of Soft leadership

Organizations have seen severe competition, which has led to an unstable climate and the necessity for expansion in both developed and developing nations. There has been a pressing need for the development of new leadership techniques that can handle these developments in order to deal with uncertainty and quick changes (Gregoire & Arendt , 2004: 395). One of the most crucial organizational components that modern businesses require in light of recent advances and quick-moving dynamic changes is leadership. leadership that is structured in a hierarchy Soft model that emphasizes teamwork and respectful communication with subordinates (Sadj, 2019:31). Soft leadership is a modern concept introduced by (Rao, 2012) It emphasizes on managing human resources and managing feelings and attitudes about people's conduct as one of the leadership styles that is applied through the soft and interpersonal skills that leaders possess. (Gholami, 2017: 3). Experts in leadership and management have emphasized that there are two sides to leadership: the hard side, which is represented by analysis, planning, decision-making, and developing strategies, and the soft side, which entails inspiring, motivating, and persuading followers, building good working relationships, communication, mobilizing, and praising them. (Riggio & Tan, 2013:1). Soft leadership is solid leadership in which leaders use pleasant and polite communication to complete tasks. It is not meek leadership or lame leadership. Continually coordinating their efforts, acknowledging their commitment to accomplishing company goals and objectives, and putting a special emphasis on soft skills (RAO, 2017:1), According to leadership experts, having strong soft skills is crucial for becoming a successful leader. Effective leaders can be distinguished from ineffective ones by their soft skills. Even highly skilled leaders with extensive academic knowledge might not be successful in the organization without soft skills (Wongkalasin et al, 2013:709). (Wijan, 2012) underlined that in order to improve the efficacy and efficiency of work practices, leaders must integrate their hard and soft talents (Ariratana et al., 2015:232-233). Given that they are regarded as a crucial and effective component in the success of any organization, soft skills have emerged as a new area of leadership both now and in the future. They are prioritized for high performance because they also have a significant impact on the behavior of followers toward discipline, commitment, and belonging to the organization in which they work, in addition to achieving the desired goals. (Sadj, 2019: 31). (Lorenz, 2009) refers to soft skills as a collection of character traits, routines, and attitudes that contribute to one being a successful worker and a compatible workplace partner (Aldulaimi, 2018:2)., and soft skills are sometimes described as abilities, conduct, or character traits needed while interacting with others to apply technical expertise and information in the workplace that facilitates navigating one's surroundings, effective interpersonal communication, and achievement of performance and goals. (Suranto et al, 2023:818). (Rongraung et al, 2011: 957) agreed with the aforementioned and described soft skills as abilities that can be learned and improved via education and training and that aid in establishing relationships and communication amongst people. Leadership Two other components, interpersonal interactions and personality, are also included in the definition of soft skills. Personality refers to a person's capacity to change and advance as a person while working. The capacity to control contacts with people both inside and outside of the organization in which a person works are known as interpersonal relationships. (Tang et al, 2013:212). (Rao, 2015: 4) showing that leadership An effective leader pays close attention to all significant aspects of leadership, such as leadership style, cultural awareness, thinking, cooperation, motivation, encouragement, and empowerment of leadership in the workplace. This is done by developing a set of personal and behavioral capabilities known as soft skills ((Ngang et al, 2015: 2128). It relates to the interpersonal behaviors and attitudes that leaders adopt, which in turn influence employee behaviors and attitudes. (Hussein & Taher, 2021: 340). And (Succi & Canovi, 2019) According to definitions, soft skills are a dynamic combination of cognitive, metacognitive, personal, intellectual, and practical skills that enable people to adapt and act positively in order to deal with challenges in their professional and daily lives. These skills are connected to individual

traits, goals, and motivations and can be considered to be a form of soft skills. Excellent added value that enables greater and better accomplishments on the market for labor today (Mwita et al, 2023: 506).

3.2. Dimensions of Soft leadership:

1. Communication skills

The effectiveness of Soft leadership is mostly dependent on effective communication, which is the language of leadership. Leaders influence people to follow them by communicating their ideas, ideals, and visions to them. Leadership is working with people to accomplish objectives. Communication becomes the primary means of interaction with others when interacting with individuals. (RAO, 2017: 1). (Nikitina & Furuoka, 2011, 33) shows that communication skills—a class of abilities that includes speaking, writing, listening, and responding—include oral as well as written talents. (Sadq, 2019:37) It's a two-way process that involves two or more participants and is not a one-way street where ideas are conveyed from one person to another or when emotions or feelings are passed between two people. This ability has to do with how the person interacts with clients, coworkers, and employers. A person with high communication skills will have good speaking, listening, and communicating abilities. Presentation skills, nonverbal communication, written communication, and any other basic communication abilities. A miscommunication could result in an unanticipated loss for the company as well as the worker. (Hussein & Taher, 2021:340). Successful leadership depends on effective communication. A leader is able to take the initiative and control even those with less knowledge and expertise. By inspiring and assisting them in achieving their individual, collective, and organizational goals, he seeks to instill skill. He needs to be a strong communicator and possess a clear set of ideals in order to be a successful leader. His teams admire and follow him as a leader since he always believes in promoting and instilling these ideals in others. (Luthra & Dahiya, 2015:43).

2. Initiative skills

Initiative is a human action that leaders engage in that results in the introduction of something novel that can take many forms, and its adoption brings about a variety of advantages (Akrawi, 2002: 130). Initiative is one of the soft skills that helps bring ideas into reality, and (Zedan, 2007) affirms that it is a necessary skill for leaders (Sadq, 2019:37). In order to assess what has to be done, avoid issues, and create new opportunities, the organization's leadership takes a proactive approach that is either guided or imposed (Hussein & Taher, 2021:342). The initiative also shows that the official acts independently and proactively, without being ordered or pressured (Ngang et al., 2015:2128).

3. Training skills

According to (Shahid, 2011: 206), the core of a leader's work and obligations are to train and develop their team members. That is supported by (Kolzow, 2014), which also notes that developing employees is one of a leader's basic responsibilities and that promoting Soft leadership skills in the institution's training and education initiatives would improve the desired behaviors (Sadq, 2019:37). The leadership of the company must also understand how important it is for employees to receive successful skill transfers through employee training in order to be motivated and experience job satisfaction. both current and future needs (2021:342, Hussein & Taher).

4. Team building skills

No employee can accomplish much in an organization unless they work as a team member (Helena & Thomas, 2016:14), and leaders who want to boost their organizations' effectiveness must promote change within their organizations by fostering greater cooperation and communication among team members. It enables individuals to innovate and discover new ways of thinking for the purpose of achieving constructive cooperation, and each individual must be aware of how his personal contribution affects the group's performance because being aware of the extent of his contribution will be a requirement for participation and long-term motivation (Murad, 2018) (Hussein & Taher,

2021:343). (Mckenna, 2000) demonstrates that a key component of team building skills is the capacity to inspire members to make voluntary commitments. According to (Awan et al., 2015), leaders are in charge of establishing the right environment. They also confirm that great leaders construct teams and foster healthy relationships with team members. Coordination between team members is necessary for success (Sadq, 2019:38).

3.3. The concept of Strategic Ambidexterity

The rapid advancements in the economic, technological, political, and social fields, as well as the escalating competition among them, present significant challenges for organizations. Therefore, these organizations require cutting-edge management tools that can make a difference in raising the organization to the highest levels of quality and excellence in performance in order to improve their operations, increase their efficiency, and improve their effectiveness in order to become more adaptable to changes in their environment and to obtain the necessary competitive advantages (Fisal & Hamed, 2022: 531). Today's executives must work quickly to increase the return on their stakeholders' investments while delivering value to customers who are increasingly diverse and dynamic. The long-term technologies, mechanisms, and opportunities in the new markets, on the other hand, must be identified by leaders and prepared for. Organizations must prepare for new markets and respond to existing markets effectively if they are to achieve overall organizational success. (Naman & Slevin, 1993) (Q. Judge & Blocker, 2008: 915). The fundamental tenet of innovation is that all companies, regardless of size or activity, must contend with competing and frequently linked needs in their day-to-day operations, and that those who are successful in harmonizing these two aspects are more superior (Ragazou et al, 2022: 1). A crucial dynamic skill for effective organizations is organizational ingenuity, which is based on both exploration and exploitation. The capacity of a business to simultaneously pursue exploration and exploitation strategies across product, market, and resource domains is known as strategic inventiveness. (Aulakh & Sarkar, 2005:4), and (Voss & Voss) mentioned (2013) that companies must strike a balance between exploration and exploitation in order to achieve strategic ingenuity, whereby the exploration strategy deals with new service capabilities, customer needs, and challenges, while the exploitation strategy aims to exploit the currently available capabilities and resources. (Harahsheh et al, 2021: 3992). In order to effectively exploit current markets, strategic acumen entails investigating and studying potential new market prospects (Q. Judge & Blocker, 2008: 915). Utilizing the principle of leverage, strategic ingenuity allows an organization to balance the relative certainty, existing knowledge, and efficiencies that come with product innovation exploitation with the uncertainty and lack of experience that come with product innovation exploration. (Peters & Buijs, 2021: 176). (Simsek et al, 2009: 597) revealed that clever organizations strive to achieve a balance between the best use of opportunities and the pursuit of new ones, as excellence represents the capacity of the organization to both utilize and explore new external knowledge simultaneously. (Abed et al, 2020 : 14934). (O'Reilly & Tushman, 2013) outlined how an organization may compete in new technologies and markets that call for flexibility, independence, and experimentation as well as in existing technologies and markets that require control, efficiency, and progressive improvement. (Alabadi et al, 2018: 19) . (Palm & Lilja, 2017: 1) shows that the organization's capacity to introduce radical or creative enhancements by taking advantage of new market opportunities, in addition to improving the quality of current services, products, and processes. It was also explained. (Roglinger, 2018) radical innovation in services, products, procedures, and processes as the capacity of firms to utilize their current knowledge and discover new information in order to thrive in a changing corporate environment. (Fisal & Hamed, 2022: 531). The effective exploitation of current markets while simultaneously exploring and pursuing new market prospects is referred to as strategic acumen. Strategic agility, in accordance with O'Reilly & Tushman (2013), enables companies to detect and seize both current and new opportunities by allocating organizational assets, capabilities, and resources. And that creative businesses can produce novel items while still focusing on already successful ones (Musigire et al, 2017:74) Since the urgent need for it evolved as a result of rapid

environmental conditions, economic changes, technological advancement, and the rise of new competitive models, strategic inventiveness is a fundamental framework that unites all individuals at various levels (Abed et al, 2020: 14934). As a result, we can define strategic brilliance as the capacities that enable businesses to engage in both exploration and investment simultaneously in order to accomplish ongoing growth and advancement.

3.4. Dimensions of Strategic Ambidexterity

1- Exploitation

Similar cognitive models and systems working in many functional domains are necessary for exploiting current products and customers (Voss & Voss, 2013:1461). A common frame of reference known as "exploitation" is focused on serving clients by ascertaining their wants and supplying them with value. It is a collection of organizational-level procedures for creating, sharing, and reacting to market information.. Or it could be a capability of the firm that enables it to compete by comprehending market demands and forging connections with members and customers. businesses with exploitative tactics aim for close customer alignment and anticipate that this alignment will result in valuable and uncommon competitive advantages (Q. Judge & Blocker, 2008: 915). The literature generally shows that employing an exploitative technique frequently yields high value and higher performance in the short run. Organizations that practice exploitation concentrate on improving and advancing current procedures and technology in order to achieve integration, effectiveness, and immediate financial success. (Peters & Buijs, 2021: 175-176). (Pai,2007) pointed out that since an organization is created to meet the needs of existing customers in current markets, expanding current products and services while also increasing existing distribution channels represents the ability of the organization to improve activities capable of creating value in the short term. (Pai, 2007: 24-25).

Refinement, selection, production, effectiveness, and implementation are all aspects of exploitation. Exploitation is the use and advancement of things that are previously understood. Organizations profit from exploitation because it enables them to enhance their current capabilities and utilize innate capabilities in the short term. Exploitation boosts organizational effectiveness in terms of profitability or return, according to empirical study On resources (Laplume, 2010: 15-18) (Yunita, 2022: 50). In order to take advantage of chances, one must be competent and have a clear mind. These qualities should be used to invest in current skills and continuously enhance product advertising. Additionally, the goal of exploitation is to carry on with the company targeted at satisfying the needs of the existing consumers while directly responding to the current environmental conditions by adapting to the technologies now accessible. (Fisal & Hamed, 2022: 531).

2- Exploration

(March, 1991:72) explains that exploration entails things like inquiry, diversity, risk-taking, experimentation, adaptability, discovery, and creativity. Searches that go beyond organizational and technological borders are frequently involved (Laplume, 2010: 8) (Yunita, 2022:50). It represents the capacity to investigate novel products and fresh markets for customers as well as related mental models and behavior employed in various functional domains. (Voss & Voss, 2013: 1461). Heuristic strategy managers approach value creation in a different way since they focus most of their efforts on innovation through experimentation and creative risk-taking while actively seeking out and providing for new markets. (Covin & Slevin, 1989) It typically concentrates on topics like creating novel products, learning about new technology, and locating untapped markets. In contrast to the exploitation approach, the exploration strategy urges retaining strong ties with current clients and attempting to adapt to the market so that businesses may remain adaptable and take advantage of possibilities while avoiding threats. (Q. Judge & Blocker, 2008: 915). Exploration is also represented by the need for change, opportunities given by market changes, the competitive environment, consumers, users, etc., and the testing of novel approaches and models in response to these

opportunities. (Apilo, 2010: 117), and (Pai, 2007: 24-25) the ability of the company to move swiftly toward new chances and demonstrate full preparedness to adapt to turbulent markets, which in turn results in the development of new customers and markets and the formation of new distribution channels, is described as "exploring opportunities." As a result, in order to explore every new opportunity, the company must conduct research to acquire fresh, distinct knowledge and use its flexibility. (Abed et al, 2020: 14934). Organizations can find new and innovative markets through exploration, as well as generate new resources, talents, and competences. Organizations profit from exploration in the long run by being more effective in terms of expanding their market share, boosting their sales, and introducing new goods. (Laplume, 2010: 8). Exploration entails allocating organizational assets to the acquisition of fresh knowledge in the form of abilities, procedures, and capabilities. Experience, danger, and originality define this technique. It is critical to connect exploratory abilities to organizational success since businesses must constantly learn about new procedures, goods, and technology to remain competitive. (Ahmed et al, 2023: 14). Organizations participate in discovery, experimentation, and diversity to create new competencies that are usually directed at adapting to external changes (Peters & Buijs, 2021: 176). Exploration is a skill that is used to test out novel and creative solutions. Through investigation, discovery, novelty, and creativity, exploration generates a wide range of experiences and thrives on trial and error. Organizations risk falling into an efficiency trap when they consistently and successfully master their tasks. However, companies can extend their skills with the range of experiences that exploration enables, allowing them to stop concentrating so much on just their strongest qualities (Auh & Menguc, 2005) indicated that the drastic transformation implemented under new assumptions and models is what exploration is primarily concerned with (Mohabir, 2008:34).

4. The Practical Framework of the Research

4.1. The Research Sample

The study population was chosen, represented by the technical colleges affiliated to Al-Furat Al-Awsat Technical University, which number (4) colleges represented (Technical College / Musayyib, Engineering Technical College / Najaf, Administrative Technical College / Kufa, College of Health and Medical Technologies / Kufa), and from these colleges were selected The research sample, which is represented by the senior leaders in the colleges, numbering (74) employees distributed among deans, assistant deans, heads of departments, and officials of administrative units.

4.2. Measurement test

The process of testing the integrity of research standards is a very important step towards obtaining accurate results, and for the purpose of achieving this goal, this requires checking two basic criteria: reliability and validity. A number of standards used in management literature, which are characterized by stability and high reliability, have been used. The structural stability of the measurement tool of the current research has been verified by calculating the stability coefficient of the scales using Cronbach's alpha correlation coefficient using the program (SPSS.24) shown in Table (1). Which was statistically acceptable in administrative and behavioral research because its value is greater than (0.75) (Nunnaly & Bernstein, 1994), which indicates that the measures are characterized by internal consistency.

TABLE 1. Cronbach Alpha Coefficients for Study Variables

Variable	Cronbach's Alpha for Variable	Dimension	Cronbach's Alpha for dimension
Soft leadership	0.841	Communication skills	0.875
		Initiative skills	0.833
		Training skills	0.798
		Team building skills	0.771
Strategic Ambidexterity	0.822	Exploratory strategy	0.866
		Exploitative strategy	0.842

4.3. Presenting the answers of the results of the research sample and testing the hypotheses

This paragraph deals with the issue of the statistical description of the applied research results with the analysis and interpretation of these results and the preparation of the correlation matrix for the research variables for the purpose of testing the first main hypothesis and the sub-hypotheses, as shown in Table (2).

TABLE 2. Description of Variables and Correlation between Research Variables and their Dimensions

Var.	X	X1	X2	X3	X4	AmbStr.	EYS	EES
X	1							
X1	0.741	1						
X2	0.694*	0.759	1					
X3	0.845	0.789	0.821	1				
X4	0.841	0.875	0.866	0.711	1			
AmbStr.	0.782	0.852	0.812	0.843	0.863	1		
EYS	0.811	0.844	0.833	0.789	0.841	0.752	1	
EES	0.856	.832	0.712	0.806	0.853	0.781	0.806	1
Means	3.77	3.12	2.97	3.84	3.71	3.67	3.72	3.44
SD.	0.13	0.04	1.02	1.36	0.18	0.42	1.33	1.25

* $p < 0.05$; ** $p < 0.01$. X= X= Leadership Soft, X1= Communication skills, X2= Initiative skills, X3= Training skills, X4= Team building skills, Ambstr= Strategic Ambidexterity, EYS= Exploratory strategy, EES= Exploitative strategy.

It is noted from Table No. (2) the statistical description and correlation coefficients (person) between the main research variables and the following dimensions:

1. The responses of the employees of the research sample on the presence of Soft leadership within universities were consistent and not dispersed, and they obtained an arithmetic mean of (3.77) and a standard deviation (3.12). with a standard deviation (0.42), and that all the responses of the leaders of the research sample towards the dimensions of Soft leadership and Strategic Ambidexterity were consistent and not distracting.
2. There is a significant correlation between Soft leadership and its dimensions, and Strategic Ambidexterity, which amounted to (0.782), and this indicates the validity of the first main hypothesis.

3. The existence of a significant correlation between Soft leadership and the exploitation strategy amounted to (0.811), and this indicates the validity of the first sub-hypothesis.
4. There is a significant correlation between Soft leadership and its dimensions, and the investment strategy, which amounted to (0.856), and this indicates the validity of the second sub-hypothesis.

Testing the direct impact hypothesis

To test this hypothesis, the results of which are shown in the table below No. (3), which shows the values of regression paths, regression coefficients, values of (t), (R2), and the value of (F) for the sub-hypotheses (1-2) of the second main hypothesis.

Table 3. Results of testing the second principal hypothesis

Paths		Regression Coefficients	T	R ² , f
Soft leadership	----->	Strategic Ambidexterity	0.321	5.416** R ² =0.75 F= 51.95**
Soft leadership	----->	Exploratory strategy	0.422	3.225** R ² =0.73 F= 62.71**
Soft leadership	----->	Exploitative strategy	0.235	4.213* R ² = 0.79 F= 57.54**

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The results of the analysis extracted from Table No. (3) indicate that there are significant influence relationships at the level (0.01 - 0.05) between the soft leadership dimension and the exploitation dimension. The regression of this hypothesis and the coefficient of determination was (73%), and this result supports the validity of the sub-hypothesis (1).

Table (3) presents the findings of the regression analysis, revealing significant relationships between the Soft leadership dimension and the investment dimension at a significance level of 0.01 to 0.05. The calculated (F) value of (57.54) further confirms the significance of the regression model for this hypothesis. Additionally, the coefficient of determination, with a value of (79%), supports the validity of sub-hypothesis (2).

Accordingly, the main secondary hypothesis is supported, suggesting that leaders in the studied research faculties lead by means of a set of communicative skills aimed at achieving set goals. In other words, leaders use non-coercive means of influence to regulate the activities of members and bring about change in the organization. They influence the individual through a set of soft leadership skills they possess to achieve goals efficiently and effectively. In doing so, leaders have the ability to recognize and exploit existing and new opportunities by channeling organizational assets, capabilities, and resources.

5. Conclusions and Recommendations

5.1. Conclusions

1. Several ideas have been proposed that brilliant leaders have a clear strategic vision that enables them to achieve their goals.
2. The perceptions of teachers at the institute, the research sample, regarding training skills, believe that leaders should focus on training employees and developing them is the essence of the leader’s work and responsibilities.
3. Teachers’ preferences emphasized that exploiting opportunities represents the organization’s ability to improve activities capable of creating value in the short term.

4. The results of the research showed that there is a positive, significant relationship between soft leadership and strategic ambidexterity, meaning that the more leadership is characterized by practicing soft skills, the more the organization is able to practice the investment and exploration strategy.
5. The research results showed that there is a significant and positive effect between soft leadership and strategic ambidexterity.

5.2. Recommendations

1. Support leaders towards developing their skills, which can be acquired through learning and training.
2. Building a knowledge base that would motivate teachers at the institute to present new or innovative ideas for the continuous development and improvement of the institute.
3. Spreading the spirit of cooperation and communication between the senior leadership and the teaching staff within the institute by instilling skills, motivating them, and helping them achieve their individual, group, and organizational goals.
4. Urging the teachers at the institute, the research sample, to discover opportunities and work in a team spirit to seize those potential opportunities that help the institute achieve a competitive advantage over other competitors and achieve sustainability.

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