

The Impact of Strategic Leadership on Organizational Ambidexterity at Jordanian Private Hospitals

Samerah Mahmoud Muheisen Mahasneh, Dr. Sawsan A.
Alshaer

The World Islamic Sciences & Education University
Email: samerahmahasneh85@gmail.com, Drsawsan.alshaer@wise.edu.jo

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Abstract

The study aimed to determine the impact of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control), on organizational ambidexterity in its dimensions (exploitation opportunities and exploration opportunities) at Jordanian private hospitals, the study was conducted on a random sample of (92) managers in private hospitals in the Jordanian capital, Amman, a questionnaire was developed to collect primary data from the study sample, and the statistical program (SPSS) was used to process the data. The study found a high relative importance of strategic leadership and organizational ambidexterity, and a statistically significant impact of strategic leadership on organizational ambidexterity in Jordanian private hospitals. The study recommended enhancing attention to organizational ambidexterity by supporting exploitation, exploration, and organizational learning activities, and linking them to incentive systems that encourage experimentation and innovation.

Keywords: Strategic Leadership, Organizational Ambidexterity, Jordanian Private Hospitals

Introduction

Strategic leadership is central to achieving management success across the entire organization, it is manifested in the ability to anticipate, envision, maintain flexibility, and empower others to effect strategic change when necessary (Lockwood et al., 2006, 157). Effective implementation of an organization's strategy depends on the commitment of all managers to support and lead strategic initiatives within their scope of responsibility through key actions that reflect effective strategic leadership, these actions include defining the organization's vision, developing human capital, which is the most important resource for any organization, emphasizing ethical practices as a basis for decision-making, maintaining an effective organizational culture, and establishing balanced organizational controls to evaluate the effectiveness of the strategy (Zou & Sunindijo, 2015, 244).

Organizations need to radically reinvent themselves to adapt to new business logics, according to the basic idea of organizational ambidexterity, managing change, especially during radical changes, requires the ability to simultaneously exploit existing businesses through existing and acquired resources and capabilities, and explore new businesses through new and very different resources and capabilities, more radically businesses change, the greater the need for exploration, striking a balance between exploration and exploitation poses challenges for managers who must find ways to overcome organizational inertia and manage the tensions that often arise between the conflicting activities of exploration and exploitation (Baumann, 2020, p. 22). According to O'Reilly and Tushman (2013) organizational ambidexterity reflects an organization's ability to simultaneously explore and exploit market opportunities to compete in both mature and emerging technologies and markets by meeting the specific requirements of both contexts: efficiency, control, and incremental improvement within mature markets, and flexibility, autonomy, and experimentation within emerging markets.

Healthcare sector today is facing a wave of challenges imposed by increasing competition and rapid changes at the technological and economic levels, these, in turn have impacted hospitals and limited their ability to explore new opportunities in their external environment and invest in their resources and capabilities to exploit these opportunities, this allows them to adapt to the changes surrounding them and achieve excellence and sustainability, through effective leadership practices adopted by Jordanian private hospitals, which reflected their strategic leadership, they may be able to achieve a balance between exploring and exploiting opportunities, adapting to and responding to environmental changes efficiently and effectively, and facing the challenges they face in light of environmental complexity and uncertainty.

Strategic leadership is a concept that ensures organizations' adaptation to changes and directs them toward achieving their strategic objectives through effective decision-making, concept of organizational ambidexterity has also received widespread attention for its pivotal role in enhancing organizations' ability to innovate and compete by exploring and exploiting new opportunities, therefore, current study seeks to bridge the knowledge gap related to strategic leadership and organizational ambidexterity, particularly after reviewing numerous previous studies conducted in the Arab and foreign environments, and noting the scarcity of studies that addressed these two variables—to the researcher's knowledge—and thus benefiting managers of Jordanian private hospitals from the findings, recommendations, and proposed implementation mechanisms in employing strategic leadership practices to enhance their performance, thereby enhancing their innovative and competitive capabilities.

Based on the above, this study was developed to investigate the impact of strategic leadership on organizational ambidexterity in Jordanian private hospitals.

Literature Review

Strategic Leadership

The words "leadership" or "leaders" are commonly used to describe the vast array of relationships and contexts in which specific individuals influence the thinking and actions of others (Morrill, 2010, 4-5). Strategic leadership is a broad vision of leadership and the foundation of vital performance, it includes setting long-term goals, discovering and influencing the organization's core competencies, managing human and community

resources, establishing ethical values, instilling sustainable organizational principles, and formulating and implementing a stable guiding plan that does not delay effective change while ensuring administrative stability (Ahmed & Abd El Salam, 2024).

Strategic leadership reflects the engagement of organizational leaders in long-term strategic planning, shaping the future to which they aspire, and providing the elements of success to achieve their aspirations by balancing opportunities for success with confronting the challenges that affect their future (Hawbasha, 2025, 128). Strategic leadership is defined as leadership based on envisioning the direction an organization aspires to, developing an action plan to achieve it, and then communicating this plan to employees to ensure they are working toward the same goal (Al-Balasi, 2025, 30).

In addition, strategic leadership is described as the ability to anticipate, envision, be flexible, and empower others to effect strategic change, it represents a set of actions that clearly focus on defining the long-term direction and strategic vision, communicating it to the relevant stakeholders necessary to achieve this vision, and inspiring others toward the desired direction through the systematic use of strategic art (Alsaadoon & Mzid, 2024).

Strategic leadership focuses on developing the organization's vision, mission, strategies, and culture, and monitoring progress and changes in the business environment to ensure the focus, reliability, and validity of strategies, it also focuses on monitoring the extent to which the organizational culture, including values, supports the organization's vision and mission, it also relates to monitoring human capital, including employee competencies, budgets, structure, and organizational systems (Gill, 2011, 95).

Strategic Leadership Dimensions

The dimensions of strategic leadership have varied and varied, and in the current study, the following dimensions were used for the independent variable "strategic capabilities" (strategic orientation, human capital, ethical practices, organizational culture, and organizational control).

Strategic Orientation

The concept of strategic orientation was first formulated in Venkatraman's 1989 study, which defined it as a pattern that encompasses methods that enable an organization to achieve its goals by focusing on organizational structures at the unit level (Venkatraman, 1989). Strategic orientation is defined as a set of strategic management principles that guide and influence an organization's activities, ensuring its continued competitiveness (Kratochvilová & Kratochvil, 2021, 30).

Strategic orientation means that strategic leaders must formulate a clear and realistic statement about the organization's reason for existence and its distinctive features, ensuring the development and implementation of strategies that align with the organization's vision (Rowe & Guerrero, 2011, 345). This requires the scientific development of long-term plans to effectively manage opportunities and challenges in the external business environment, while taking into account the strengths and weaknesses of the organization's internal environment (Alzawahrah & Alkhaffaf, 2021).

Human Capital

Human resources are a fundamental element in building competitive advantage. Organizations' success in a competitive market depends on managers' ability to build and develop high-quality human resources, the primary challenge of strategic leadership is finding ways to encourage human resources to compete and excel, accordingly, strategic leadership is defined as the leader's ability to make decisions and maintain and develop existing human resources with the goal of enhancing competitive advantage (Anggraeni et al., 2023).

The ability to effectively manage an organization's resources and the processes used to implement its strategy are two essential elements of strategic leadership, resource management involves integrating financial, human, and social resources to create capabilities and leverage those capabilities through strategies to build competitive advantages, Human capital is the most important of these resources, so strategic leaders are required to develop the organization's human capital, viewing it as a focus to be maximized, not a cost to be minimized (Hanson et al., 2017, 384).

Ethical Practices

Ethical practices refer to the qualities a strategic leader exhibits when making decisions, such as honesty, trustworthiness, and integrity (Rowe & Guerrero, 2011, 345). Humility, concern for the public interest, fairness among employees, responsibility, and respect for all, all of which impact organizational culture and employee performance (Alzawahrah & Alkhaffaf, 2021).

Strategic leaders focus on ethical business rules and ethical practices within the organization (Hawbasha, 2025, 136). By instilling normative values and demonstrating honesty, trust, and integrity, they influence and inspire human resource behavior and build an organizational culture that applies sound ethical principles (Anggraeni et al. 2023).

Employees in ethical organizations are encouraged to exercise ethical judgment and always act ethically, to facilitate and support ethical behavior, strategic leaders encourage the use of a code of conduct, reward ethical behavior, and create a work environment where all people are treated with dignity, when an organization is built on ethical practices, this increases the effectiveness of strategy implementation (Hanson et al., 2017, 378).

Organizational Culture

Organizational culture forms a framework employees use to understand the organization's activities, it includes a set of beliefs, expectations, and values that employees learn, share, and transmit from generation to generation, these values typically reflect the organization's vision and mission and play a significant role in instilling a sense of organizational identity among employees, motivating their commitment, and enhancing the stability of the organization as a whole (Alzawahrah & Alkhaffaf, 2021).

Shaping organizational culture is a fundamental task for effective strategic leadership, an appropriate organizational culture encourages the development of an entrepreneurial orientation among employees and increases the ability to change the culture as necessary, shaping and strengthening organizational culture requires effective communication and problem-solving, along with selecting the right employees who share the organization's

desired values, it also requires engaging in effective performance evaluations by setting goals, measuring individual performance, and directing it toward objectives that align with the core values, it also requires the use of appropriate reward systems and rewards for desired behaviors that reflect the new core values (Hanson et al., 2017, 378).

Organizational Control

Organizational control is the process of examining, measuring, and regulating an organization's ongoing activities to ensure they are consistent with pre-defined plans and achieve planned results, operational and performance control is ensured by establishing standards derived from objectives and establishing mechanisms to verify and correct deviations from planned results (Gupta, 2023, 207). Organizational control is essential for achieving desired goals, enabling strategic leaders to build trust and implement strategic change. It also supports and motivates change (Al-Jahni et al., 2018, 50). Organizational control helps ensure the organization achieves its planned goals by comparing actual performance with planned performance and providing feedback to leaders to evaluate results and take necessary corrective action. The control process involves identifying the activities to be measured, setting performance standards, measuring actual performance, and then comparing it to the approved standards before taking the necessary corrective action in the event of any deviation from actual performance (Alzawahrah & Alkhaffaf, 2021).

Organizational control includes two main components: financial and strategic, financial control focuses on short-term financial results, in contrast, strategic control focuses on the content of strategic actions rather than their outcomes, some strategic actions may be correct but still result in poor financial results due to various external conditions, for strategic leaders, financial and strategic controls are important because they are responsible for developing and effectively using them, the challenge facing strategic leaders is to achieve a balanced balance between financial and strategic controls so that the organization's performance improves, the balanced scorecard is a tool that helps them evaluate the effectiveness of the controls used (Hanson et al., 2017, 381).

Organizational Ambidexterity

Drucker (1985) suggested that, in order to survive, large organizations need to acquire entrepreneurial competence—the ability, willingness, and skill to simultaneously explore and exploit innovations, this term was originally used by Duncan in 1976 (Burns, 2020, 14). March (1991) also referred to the pillars of ambidexterity, namely exploration and exploitation, as learning activities that enable organizations to survive and continue, he explained that exploration relates to experimentation, risk-taking, diversity, flexibility, and innovation, while exploitation relates to selection, efficiency, improvement, production, and implementation, while maintaining a balance between these two activities. Metaphorically, the term ambidexterity refers to the ability to "use both hands" with equal capabilities and capacities (Priyono et al., 2020). Theoretically, the concept of ambidexterity assumes a balance between exploration and exploitation activities (Zakrzewska-Bielawska, 2021, 15).

Organizational ambidexterity is defined as the ability of organizations to respond to challenges by simultaneously implementing radical and incremental innovations (Tushman & O'Reilly, 1996). It refers to the ability to balance exploration and exploitation, and

ambidextrous organizations are able to exploit existing competencies and explore new opportunities simultaneously (Grant, 2025, 179).

Organizational ambidexterity is viewed as the ability of organizations to adapt to their environment and achieve long-term success by simultaneously exploring new opportunities and exploiting existing capabilities (Beverungen et al., 2025, 240). Organizational ambidexterity is a specific field in organizational science and reflects an organization's ability to balance and harness the power of both exploration and exploitation to explore new opportunities such as technologies, partners, and markets, while exploiting existing resources, capabilities, and knowledge, this balance is critical to maintaining competitiveness and achieving long-term success in dynamic environments (Plugmann & Portius, 2025, 65).

Organizational Ambidexterity Dimensions

Most researchers have agreed that exploration and exploitation are key dimensions of organizational ambidexterity (Elsubbaugh & Elshebiny, 2025; Budiman & Nasution, 2025; Alsaadoon & Mzid, 2024; Ahmed & Abd El Salam, 2024). These are the same dimensions the researcher adopted in the current study for the independent variable "organizational ambidexterity."

Exploration of Opportunities

Opportunity exploration is the search for and pursuit of new knowledge, accompanied by generating diversity, searching for new sources, taking risks, and experimenting, it involves discovering how to combine resources and capabilities in novel ways to create new capabilities and additional opportunities (March, 1991). It reflects the skill of searching for new opportunities, innovating, and adapting to long-term change (Alvarado & Lorenzo, 2025, 74).

Exploratory activities refer to an organization's shift toward diverse technological paths based on revising customer expectations, these activities lead to fundamental differences in performance that enable success (Dupouet et al., 2013, 6). They also contribute to generating alternative capabilities to respond to changing market demands (Yilmaz et al., 2021, 338). The concept of exploration is closely related to organizational learning, and organizations characterized by exploration are superior in their ability to learn quickly and adapt to new situations (Munoz, 2025, 200).

Exploitation Opportunities

Exploitation opportunities is the effective use of existing resources and capabilities through known processes, it involves exploiting existing knowledge, taking into account current improvements, increased efficiency, and incremental modifications (March, 1991). In market environments, exploitation opportunities reflect the skill of effectively managing day-to-day operations and maximizing efficiency and quality in the short term (Alvarado & Lorenzo, 2025, 73).

Exploitation Opportunities focuses on using existing capabilities to ensure efficient business operations, and those who only consider exploitation are likely to become experts in an increasingly outdated technology (Yilmaz et al., 2021, 338). Clauss et al. (2021) noted that organizations that focus on exploitation and lack strategic adaptability tend to weaken their competitive advantage, necessitating dynamic resource allocation policies.

Relationship between Entrepreneurial Strategies and Competitive Advantage

Regarding the research into the relationship between strategic leadership and organizational ambidexterity, several researchers have conducted empirical studies on this relationship in both Arab and foreign contexts. In their study, Alsaadoon and Mzid (2024) found a statistically significant influence and correlation between strategic leadership practices and their dimensions on organizational ambidexterity in Iraqi private commercial banks.

The results of the study by Ahmed and Abd El Salam (2024) showed a highly statistically significant positive correlation between strategic leadership and organizational ambidexterity at the Oncology Center at Mansoura University in Egypt. Similarly, the study by Alzawahrah and Alkhaffaf (2021) revealed a statistically significant effect of strategic leadership on organizational ambidexterity at the King Abdullah II Design and Development Bureau (KADDB) in Jordan.

In a foreign context, Adibah and Ghofar (2024) conducted a study on small and medium-sized batik companies in Indonesia and concluded that strategic leadership has a positive impact on organizational ambidexterity. The study by Su et al. (2022) demonstrated that strategic leadership has a significant positive impact on innovative ambidexterity, represented by exploitation and exploration capabilities, in real estate firms in South Tainan, Taiwan. The results of Zhang et al.'s (2022) study also revealed a positive correlation between the dimensions of strategic leadership and organizational ambidexterity.

Study Hypotheses and Model

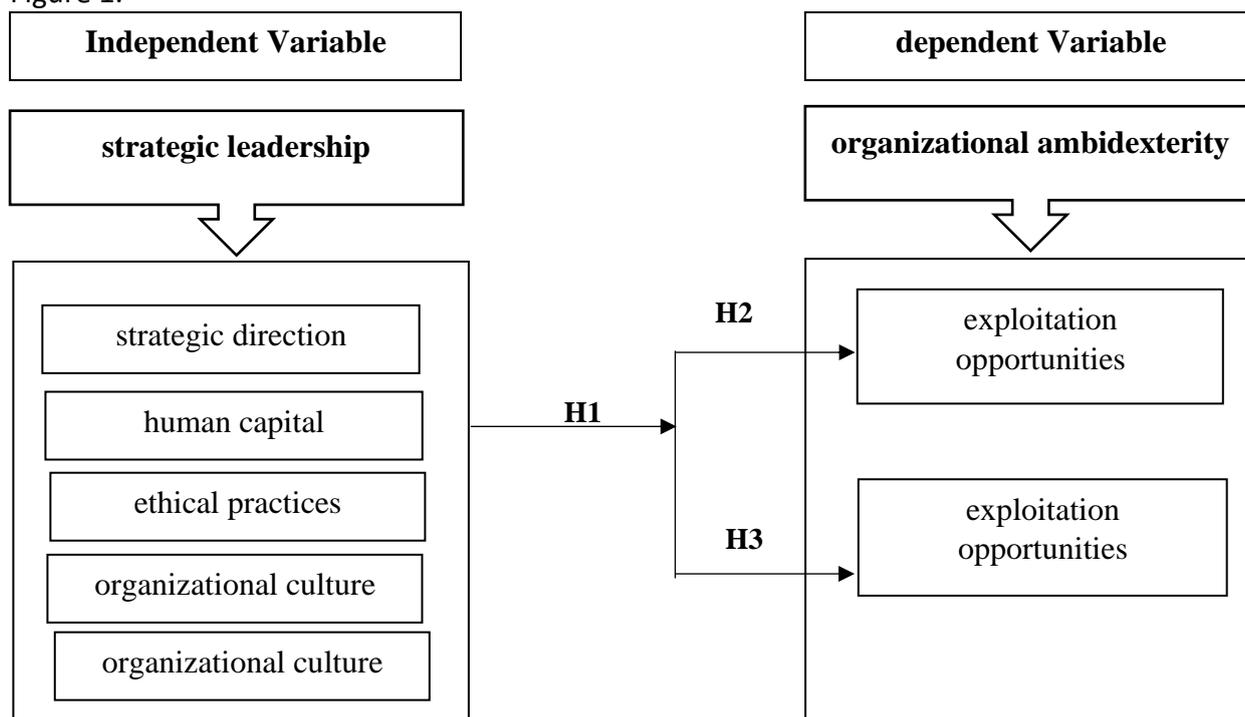
Based on the main study question and sub-questions, the study hypotheses can be formulated as follows:

H1: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on organizational ambidexterity in its dimensions (exploitation opportunities and exploration opportunities) at Jordanian private hospitals.

H2: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploitation opportunities at Jordanian private hospitals.

H3: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploration opportunities at Jordanian private hospitals.

Based on the previous hypotheses, the researchers designed the study model as shown in Figure 1.



Method

Study Population

The study Population consisted of managers at the top and middle administrative levels at private hospitals in Jordanian capital, Amman, numbering (92) managers, the questionnaire was distributed to them using a comprehensive survey strategy due to the small size of the study community, and (86) valid questionnaires were retrieved for statistical analysis.

Study tool

The researchers developed a questionnaire as a study tool to collect primary data and measure the opinions of the study sample of managers in Jordanian private hospitals in the capital, Amman. Cronbach's alpha was used to calculate reliability. The questionnaire was then distributed to the study sample and analyzed to answer the study questions and test its hypotheses. The questionnaire consisted of three parts:

1. Part One: Consisted of demographic variables (age, gender, educational qualifications, and years of work experience).
2. Part Two: Consisted of items used to measure the independent variable (strategic leadership).
3. Part Three: Consisted of items used to measure the dependent variable (organizational ambidexterity).

Results

To ensure the reliability of the study tool, Cronbach's alpha coefficient was calculated for the dimensions of the independent and dependent variables, if Cronbach's alpha value is greater than (0.70), the result is statistically acceptable (Sekaran & Bougie, 2016, 235).

The table below indicates that the alpha values for the study variables ranged between (0.891 and 0.968), which is greater than (0.70), indicating that the scales used in the study enjoy internal consistency across their contents.

The table also indicates a rise in the levels of strategic leadership dimensions with a general arithmetic mean of (4.272) and was statistically significant, the values of the arithmetic mean of strategic leadership ranged between (0.891 and 0.968), organizational control dimension came in first place with an arithmetic mean of (0.968), organizational culture dimension came in second place with an arithmetic mean of (0.938), human capital dimension came in third place with an arithmetic mean of (0.903), strategic orientation dimension came in fourth place with an arithmetic mean of (0.893), and ethical practices dimension came in fifth and last place with an arithmetic mean of (0.891), this indicates the high level of importance that Jordanian private hospitals place on strategic leadership.

Furthermore, the table indicates high levels of organizational ambidexterity dimensions, with an overall mean of (4.261), opportunity exploration ranked first with an arithmetic mean of (4.269), and opportunity exploitation ranked second, with an arithmetic mean of (4.252), this indicates the high level of importance that Jordanian private hospitals place on organizational ambidexterity.

Table 1

Descriptive analysis Results for Study Items

Dimension	Items	Alpha	Mean	Std. Deviation
strategic direction	5	0.893	4.284	0.683
human capital	5	0.903	4.230	0.679
ethical practices	5	0.891	4.264	0.663
organizational culture	5	0.938	4.287	0.708
organizational control	5	0.968	4.295	0.701
exploitation opportunities	5	0.936	4.269	0.694
exploration opportunities	5	0.948	4.252	0.679

The "multiple regression coefficient" was used to test the first hypothesis H1, and for the second hypotheses H2 and H3, "simple regression" was used.

Table (2) shows the results of the hypothesis testing.

Table 2
Hypothesis Testing Results

	Model Summary		ANOVA			Statement	Coefficient				
	R	R ²	F	DF	Sig.		B	Std. error	β	T	Sig.
<i>H1</i> The impact of strategic leadership on organizational ambidexterity	0.91	0.83	151.51	5	0.00	strategic direction	-	0.06	-	-0.53	0.60
human capital						0.03	0.06	0.19	2.33	0.02	
ethical practices						0.15	0.06	0.10	1.18	0.24	
organizational culture						0.08	0.07	0.27	3.50	0.00	
organizational control						0.25	0.07	0.47	7.24	0.00	
	Model Summary		ANOVA			Statement	Coefficient				
	R	R ²	F	DF	Sig.		B	Std. error	β	T	Sig.
<i>H2</i> The impact of strategic leadership on exploitation opportunities	0.80	0.65	300.07	1	0.00	exploitation opportunities	0.75	0.04	0.80	17.32	0.00
	Model Summary		ANOVA			Statement	Coefficient				
	R	R ²	F	DF	Sig.		B	Std. error	β	T	Sig.
<i>H3</i> The impact of strategic leadership on exploration opportunities	0.88	0.77	523.53	1	0.00	exploration opportunities	0.89	0.04	0.88	22.88	0.00

H1: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on organizational ambidexterity in its dimensions (exploitation opportunities and exploration opportunities) at Jordanian private hospitals.

Table (2) shows the results of “multiple regression coefficients” on the impact of strategic leadership in its dimensions (strategic orientation, human capital, ethical practices, organizational culture, and organizational control) on organizational ambidexterity in its two dimensions (exploitation opportunities and exploration opportunities) at Jordanian private hospitals. The value of (R=0.91) indicates a high correlation between strategic leadership in its dimensions and organizational ambidexterity. The value of the coefficient of determination (R²=0.83) means that strategic leadership in its dimensions (strategic orientation, human capital, ethical practices, organizational culture, and organizational control) explained (83%) of the variance in organizational ambidexterity (Zikmund, 2000, 513). The analysis of variance (ANOVA) shows that the value of (F=151.51) at a degree of freedom (DF=5) and a significance level of (Sig=0.00), confirming the significance of the coefficient.

The coefficients table indicates that the beta value for the strategic orientation dimension reached ($\beta = -0.04$), the value of ($T = -0.53$), and the significance level of ($\text{Sig} = 0.60$), which is considered insignificant. The beta value for the human capital dimension reached ($\beta = 0.19$), the value of ($T = 2.33$), and the significance level of ($\text{Sig} = 0.02$), which is considered significant. The beta value for the ethical practices dimension reached ($\beta = 0.10$), the value of ($T = 1.18$), and the significance level of ($\text{Sig} = 0.24$), which is considered insignificant. The beta value for the organizational culture dimension reached ($\beta = 0.27$), the value of ($T = 3.50$), and the significance level of ($\text{Sig} = 0.00$), which is considered significant. As for the organizational control dimension, the beta value reached ($\beta = 0.47$), the value of ($T = 7.24$), and the significance level of ($\text{Sig} = 0.00$) is considered significant. Accordingly, it was found that the dimensions of human capital, organizational culture, and organizational control were proven significant, while the dimensions of strategic orientation and ethical practices were not proven significant. Based on these results, we accept the hypothesis.

H2: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploitation opportunities at Jordanian private hospitals.

The table shows the results of a simple regression analysis of the impact of strategic leadership with its combined dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploitation opportunities at Jordanian private hospitals. The value of ($R = 0.80$) indicates a high correlation between strategic leadership and its combined dimensions on exploitation opportunities, the coefficient of determination ($R^2 = 0.65$), meaning that strategic leadership with its combined dimensions, explained (65%) of the variance in exploitation opportunities, also the value of ($F = 300.07$) at a degree of freedom ($DF = 1$) and a significance level of ($\text{Sig} = 0.00$), confirming the significance of the regression.

The coefficient table also shows that the value of beta ($\beta = 0.80$) and the value of ($T = 17.32$) at a significance level of ($\text{Sig} = 0.00$), confirming the significance of the coefficient.

H3: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploration opportunities at Jordanian private hospitals.

The table shows the results of a simple regression analysis of the impact of strategic leadership, with its combined dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on exploration opportunities at Jordanian private hospitals. The value of ($R = 0.88$) indicates a high correlation between strategic leadership with its combined dimensions and exploration opportunities, the coefficient of determination ($R^2 = 0.77$), meaning that strategic leadership with its combined dimensions explained (77%) of the variance in exploration opportunities, also the value of ($F = 523.53$) at a degree of freedom ($DF = 1$) and a significance level of ($\text{Sig} = 0.00$), confirming the significance of the regression.

The coefficient table also shows that the value of beta ($\beta = 0.88$) and the value of ($T = 22.88$) at a significance level of ($\text{Sig} = 0.00$), confirming the significance of the coefficient.

Discussion

The study results demonstrated a high level of relative importance of strategic leadership and its dimensions at Jordanian private hospitals; the organizational control

dimension ranked first, followed by organizational culture, human capital, strategic direction, and ethical practices.

This indicates that strategic leadership is of great importance at Jordanian private hospitals, reflecting senior management's awareness of the importance of this leadership style in guiding the hospital toward achieving its strategic objectives and enhancing its overall performance, organizational control dimension's first-place ranking indicates that hospitals place a strong emphasis on controlling operations and ensuring compliance with standards and policies, demonstrating their commitment to maintaining service quality and reducing operational risks, organizational culture's second-place ranking reflects an understanding of the importance of building a supportive internal environment that fosters employee loyalty and cooperation, which contributes to achieving institutional cohesion, human capital dimension, ranked third, indicates that human competencies are a fundamental pillar of successful leadership, strategic orientation ranked fourth, possibly indicating that formulating a future vision and setting long-term goals receives the same level of emphasis as management and control practices, ethical practices dimension ranked last, indicating these hospitals' commitment to integrating ethical principles into decision-making processes and confirming the presence of ethical awareness within the framework of strategic leadership.

The study results showed a high level of relative importance of organizational excellence and its dimensions at Jordanian private hospitals, the dimension of exploration opportunities came in first place, and the dimension of exploitation opportunities came in second place.

These results indicate that Jordanian private hospitals have a high capacity to interact with the dynamic and changing environment of the healthcare sector, leading position in the exploration dimension reflects management's commitment to initiative and the continuous search for new opportunities for development and growth, whether through adopting modern technologies, expanding medical services, or responding to market trends and changing patient needs, the second-ranking position in the exploitation dimension demonstrates these hospitals' ability to leverage discovered opportunities and transform them into tangible outcomes that enhance their performance and competitiveness, this balance between exploration and exploitation demonstrates a flexible and strategic management approach that contributes to fostering innovation and achieving operational excellence in a highly competitive and rapidly evolving environment.

There is a statistically significant effect of strategic leadership in its dimensions (strategic direction, human capital, ethical practices, organizational culture, and organizational control) on organizational ambidexterity in its dimensions (exploitation opportunities and exploration opportunities) at Jordanian private hospitals.

Recommendations

1. Strengthen organizational oversight by developing monitoring and evaluation systems to ensure improved performance and effective achievement of strategic objectives.
2. Continue to focus on organizational culture and encourage employees to take initiative and explore new opportunities.

3. Enhance interest in and investment in human capital through continuous training and development programs, building the capacity of leaders and employees to raise organizational efficiency.
4. Continue to focus on strategic direction by formulating clear visions and messages for hospitals that support flexibility and direct efforts toward achieving competitive excellence.
5. Enhance interest in ethical practices in administrative and medical work to enhance trust and transparency within the organization and with customers.
6. Enhance organizational agility by supporting exploitation, exploration, and organizational learning activities, linking them to incentive systems that encourage experimentation and innovation.

Contribution

This study contributes to shedding light on the pivotal role played by strategic leadership in its various dimensions in enhancing organizational agility within Jordanian private hospitals. It also highlights the importance of activating leadership dimensions as a key approach to enabling hospitals to respond effectively to environmental changes and capitalize on available opportunities. The study represents a qualitative addition to the theoretical and applied literature in the fields of strategic leadership and organizational versatility, by presenting an interpretive model that clarifies the relationship between these two variables in the healthcare sector. This helps decision-makers and administrators adopt leadership practices that support innovation and organizational sustainability.

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