Artigo original

http://dx.doi.org/10.18623/rvd.v23.6622

THE ROLE OF AMBIDEXTROUS LEADERSHIP IN IMPLEMENTING THE INTERNATIONAL STANDARD ISO 30405

O PAPEL DA LIDERANÇA AMBIDESTRA NA IMPLEMENTAÇÃO DA NORMA INTERNACIONAL ISO 30405

Article received on: 1/30/2026
Article accepted on: 4/30/2026

Nawras Munshid Abdulwahid*
*College of Administration and Economics, University of Babylon, Babil, Iraq
bus422.nawras.mun@student.uobabylon.edu.iq

Rihab Hussein Jawad*
*College of Administration and Economics, University of Babylon, Babil, Iraq
bus.rihab.hussein@uobabylon.edu.iq

The authors declare that there is no conflict of interest

Abstract

The current study aimed to demonstrate the impact and relationship of ambidextrous leadership, with its two dimensions (open leadership behaviors and closed leadership behaviors), on the feasibility of implementing the international standard ISO 30405, which consists of six dimensions (Strategic Planning, Talent Acquisition, Candidate Assessment and Selection, Appointment, Onboarding, and Continuous Improvement). The research problem was centered around the main question:(Does ambidextrous leadership contribute to the implementation of the international standard ISO 30405?) The research relied primarily on the descriptive-analytical approach to present analyze and interpret the research data. Data were collected through a questionnaire from a random sample of employees at the Babylon Health Directorate, totaling (265) participants. Thirteen questionnaires were excluded, resulting in a final sample of (252) valid responses, which were analyzed using SPSS.v.23, Amos.v.23, and Microsoft Excel 2010 The statistical analysis results indicated that the variables had moderate levels within the Babylon Health Directorate. Furthermore, the analysis revealed a positive and significant correlation between the variables under study, as well as a statistically significant impact of ambidextrous leadership on the potential implementation of the ISO 30405 standard.

Keywords: Ambidextrous Leadership. International Standard ISO 30405.

Resumo

O presente estudo teve como objetivo demonstrar o impacto e a relação da liderança ambidestra, com suas duas dimensões (comportamentos de liderança abertos e comportamentos de liderança fechados), sobre a viabilidade da implementação da norma internacional ISO 30405, que consiste em seis dimensões (Planejamento Estratégico, Aquisição de Talentos, Avaliação e Seleção de Candidatos, Nomeação, Integração e Melhoria Contínua). O problema de pesquisa centrou-se na questão principal: (A liderança ambidestra contribui para a implementação da norma internacional ISO 30405?) A pesquisa baseou-se principalmente na abordagem descritivo-analítica para apresentar, analisar e interpretar os dados da pesquisa. Os dados foram coletados por meio de um questionário aplicado a uma amostra aleatória de funcionários da Diretoria de Saúde de Babylon, totalizando (265) participantes. Treze questionários foram excluídos, resultando em uma amostra final de (252) respostas válidas, que foram analisadas utilizando o SPSS v.23, o Amos v.23 e o Microsoft Excel 2010. Os resultados da análise estatística indicaram que as variáveis apresentavam níveis moderados na Diretoria de Saúde da Babylon. Além disso, a análise revelou uma correlação positiva e significativa entre as variáveis em estudo, bem como um impacto estatisticamente significativo da liderança ambidestra na potencial implementação da norma ISO 30405.

Palavras-chave: *Liderança Ambidestra. Norma Internacional ISO 30405.*

1 CHAPTER ONE / METHODOLOGICAL FRAMEWORK

1.1 First: research problem

The central question addresses the research problem of this study.

What is the role of ambidextrous leadership in implementing the ISO 30405 standard in Babil Health Directorate?

The main question gives rise to the sub-questions.

1. How conscious is the research sample regarding ambidextrous leadership and its dimensions?
2. To what extent are the research sample aware of the intangible ISO 30405?
3. Are ambidextrous leadership and the global standard ISO 30405 connected in any way?
4. Is there a relationship between ambidextrous leadership and international standards?

1.2 Second: research objectives

The study set out to have a goal in other words to verify the level and nature of impact and relationship of the research variables. This goal breaks down into the following goals.

1. The Babil Health Directorate explores the knowledge concept of ambidextrous leadership; awareness level; knowledge contributed to the knowledge process.
2. Measuring the awareness level of the international ISO 30405 standard and the level of its implementation in the directorate chosen as a research participant.
3. Clarifying and assessing the sort of connection between ambidextrous management and ISO 30405 standards on an international level.

4. Ensuring that there is an effect relationship between ambidextrous leadership and International ISO 30405 standard in the Babil Health Directorate.

1.3 Third: importance of the research

1. Identifying open and closed leaders through understanding their features and traits for implementing the international ISO 30405 standard.
2. Emphasizing on the need for utilizing both ambidextrous leadership and the world ISO 30405 standard in the Babil Health Directorate.
3. Offering and interpreting the essential measures that were adopted in local, Arab and global studies for measuring ambidextrous leadership and the ISO 30405 global standard.
4. To propose and prepare a comprehensive framework that can serve as a reference for business organizations, include service organizations, to facilitate and clarify the type of leadership adopted within them, and at the same time mobilize leaders' interests and create popular awareness for same due to its positive organizational effects.

1.4 Fourth: research hypotheses

1.4.1 Correlation hypotheses

According to the first main hypothesis.

The international standard ISO 30405 has a significant relationship with ambidextrous leadership, interpreted through its two dimensions.

The following sub-hypothesis results from this hypothesis.

1. Open leadership behaviors are significantly correlated with the global ISO 30405 standard, statistically speaking.
2. Closed leadership behaviors are significantly correlated with the international standard specified in ISO 30405.

1.4.2 Impact hypotheses

The secondary major hypothesis stipulates that.

Ambidextrous leadership contributes in a meaningful and statistically significant way, with its two dimensions, to the international ISO 30405 standard.

According to this hypothesis, below are the sub- hypotheses.

1. Open leadership behaviors have a straight and significant impact on the international standard ISO 30405.
2. The closed leadership behaviors have a direct and substantial influence on the international ISO 30405 standard.

2 CHAPTER TWO / THEORETICAL FRAMEWORK

2.1 First: the concept of ambidextrous leadership

Ambidextrous leadership is a concept that helps achieve the balance between open and closed leadership behaviour for innovation and the organizational effectiveness. It allows leaders to alternately focus on innovating and on ensuring that any way of doing so is effective (Haider *et al*., 2023: 99–118). With ambidextrous leadership, organizations can continue to be flexible while maintaining service quality and sustainability of competitive advantage. Various research demonstrates that ambidextrous leadership style improves the utilization of resources (Waseel *et al*., 2024: 2127-2160) .

Many researchers believe that ambidextrous leadership is the ability to practically and skillfully use open and closed approaches to realise the exploratory and exploitative activities of the organization. As a consequence, this enhances organizational culture, raises employee performance levels as well as improves the effective use of time as well as human resources for the benefit of the organisation (hashim et. at, 2022: 58). Ambidextrous leadership entails a leader balancing exploration and exploitation, contradictory behaviors indeed. The usefulness of exploration and exploitative practice of exploration and exploitation are as important as each other in business. (Kafetzopoulos, 2022: 206–232).

2.1.1 Dimensions of ambidextrous leadership

2.1.1.1 Open leadership behaviors

Behaviors associated with open leadership encourage people to go against the normal rules and find solutions. Different ways to perform work are allowed as well. Openness in leadership is a behavior that is undertaken by leaders where workers are encouraged to adopt a different approach for executing a task and giving them independence, creating opportunities for independent and creative thinking and acting and also supporting attempts to challenge the status quo. An open environment with a premium on independent thought and action, especially useful when people need to explore and generate new ideas. This ultimately leads to innovative outcomes and aids in the attainment of organizational goals.

According to this model, ideas and solutions of the best quality arise when there is free interaction. Thus, the job of the leader is to achieve order from creative chaos and not impose order on the employees (Mohiya & Sulphey, 2021: 4).

2.1.1.2 Closed leadership behaviors

Closed leadership behavior is a leadership style that focuses on established routine procedures while avoiding renewal change. It attempts to achieve effectiveness and efficiency while minimizing variations in the behavior of employees. In this context, leaders make sure that the tasks are performed according to the plans developed beforehand and corrective actions are taken as soon as an error is detected while monitoring the work (Zacher & Wildon, 2014: 813).

Closed leadership behavior can be viewed as behavior which minimizes the disparity in the actions of their followers through corrective behavior, specifying rules and regulations, and monitoring the achievement of the goal (Alghamd, 2018: 4).

2.2 Second: the international ISO 30405 standard

According to an international standard (ISO 30405-2017), which concerns guidelines for recruitment and selection of human resources, integrated economic organizations for recruitment and selection process seeks to improve talent management practices. The scholarly viewpoints interpreting the concepts on which this standard is built are different as the researchers probe it from various complementary angles, which together form a unified whole perspective.

According to Vasileva (2021: 79), this standard – from the point of view of quality management – is viewed as a tool for standardizing procedures and for applying the principle of continuous improvement for the quality of competencies selection that aligns with the strategic objectives of organizations. According to Al-Saeed (2020, p. 18), in order to regulate and supervise the entire hiring process in order to reduce bias and favoritism, and provide equal opportunity through the announcement of vacancies and documentation of selection criteria, the standard aims to govern and make it transparent.

The standard also relates to the concept of an organization's reputation, according to Edwards&Johansen (2018: 223); for that reason, the application of the standard will lead to enhanced mental image and employer brand of the organization at the same time, while also building trust with stakeholders, investors and job seekers. Moreover, the standard helps boost operational and economic efficiency by reducing the costs of hiring and the timescale for appointing suitable personnel. (Osa, 2017: 115).

2.2.1 Dimensions of the international ISO 30405 standard

2.2.1.1 Workforce planning (strategic planning)

This dimension is believed to be the fulcrum of the recruitment process, as it deals with assessing the gapbetween existing skills and the required skills in the future to achieve the organization's objectives. This consists of forecasting the number of workers needed to fulfill the requirements of the organization's job roles, recruitment budg*et al*location and linking recruitment plans with the organization's strategy (ISO, 2023).

Strategic workforce planning may also be described as a mental roadmap of future workflow that involves choosing from alternatives and different pathways to achieve organizational objectives and also the most efficient way of achieving them successfully. Overall, strategic recruiting planning is the process of utilizing the outcome of external environmental assessment with the result of internal resources of a service organization. This way, the service organizations will be able to use strengths, overcome weaknesses, take advantage of opportunities, and counteract threats to achieve the objective of the organization. (Al-Qatruni, 2014: 58–61).

2.2.1.2 Talent acquisition (attracting talents)

This dimension focuses on the extent of efforts of the organization or firm to attract the best talent in the labor market through processes that can improve the ability of the organisation to attract talented people. An organization's reputation, competitively attractive salary and reward policies, training opportunities, promotion and career development opportunities, and the existence of a favorable organizational climate within the organization (Abu Ziyada, 2021: 6).

The dimension focuses on the methods and platforms to access a vast and diverse pool of candidates using traditional and digital recruitment platforms, social networks and internal referrals. Aiming to build the organization as an attractive employer that offers the most suitable job for the best talents in the labor market, it also means building a strong employer brand. (ISO, 2023).

2.2.1.3 Candidate assessment and selection

It is the process of choosing the most suitable candidate for a job or position. The candidate selected is the candidate who has the qualifications and requirements of the job more than the others. An effective selection process not only identifies the best candidate for employment but also contributes to the improvement of the organization's performance. The organization will face fewer problems in terms of absenteeism and employee turnover and also improve the quality of human resources (Qasi, 2012: 71).

The success and continuity of organizations are closely related to the efficiency of their human resources. Thus, candidate selection constitutes an important organizational process. The humans are placed in the job that is most suitable according to their skills and capabilities only then the highest efficiency can be attained as human resource is the primary building blocks of any organization that can grow and compete. (Al-Qahtani, 2015: 51).

2.2.1.4 Hiring

The organization has to decide on the appointment of the best-suited employee for the vacant position out of the interviewed candidates after the screening and filtering process of job applicants. Recruitment may be defined as the process of finding and attracting suitable applicants who are capable of performing the required task. Recruiting refers to one of the key operations of the organization. It is any area of the hiring of human resources, preparation of ads, recruitment, etc. along with the amount of money to be spent on recruitment. Many factors affect both the number and types of people applying for the job; they also influence applicants' decisions to accept or reject the job offered (Adwan, 2011: 22).

It looks into the practical and administrative actions that take place after making a final selection. This important step consists of presenting a job offer, negotiating employment terms, conducting medical examinations or background checks as required, and finally issuing the appointment letter. It also includes effective handling of unsuccessful candidates. (ISO, 2023).

2.2.1.5 Employee integration

The recruitment process does not end after signing the contract, says international standard rather, it extends to the important integration period. The dimension focuses on how to design onboarding programs that welcome new employees through strategy and which provides information, resources and a feel for the organization's culture while

helping them build internal professional networks. Seamless onboarding can enhance worker productivity and improve retention rate.

Employee integration can also be defined as the inclusion of a set of new employees into the organization through deliberate organizational policies of the organization to achieve the optimal development of and safeguard the human capital of the organization. (Kashroud, 2018: 423).

2.2.1.6 Continuous improvement

The recruitment process improvement defines an ongoing effort for developing every stage involved in the process by which worthwhile employees are attracted, selected, and integrated. The process starts with the right understanding of client needs, improves evaluation systems and candidate experience, and ends with enhancing the experience of a newly hired employee. The aim is to achieve recruitment processes which are more efficient and more in tune with organizational needs, though perfection is an ideal that one is always striving for without cease (Stevenson, 2021: 398).

The organization must continuously improve its recruitment process, so it does not waste resources allocated for recruitment by using them accurately according to the real need for filling vacant positions. The drone recruitment system also contributes to reducing errors and gaps that may arise from the insufficient efficiency of the recruitment team or the mechanisms used by the recruitment process. (Salman, 2014: 283).

3 CHAPTER THREE / PRACTICAL FRAMEWORK

3.1 First: validity and reliability testing

3.1.1 Construct validity of the measurement instrument

The current portion is about testing confirmatory factor analysis (CFA) for each variable in the present research model. This technique is one of structural equation modeling method which increasingly used in social science research. The aim of this

technique is to verify the validity of the internal factor structure of the research measurement scale, and it also serves as evidence for the acceptance of research hypotheses.

Eaton and Willoughby (2018: 1) states that " The Confirmatory factor analysis is used to determine the measurement model of the variable or factor structure. " This shows how much the items belong in the dimension or the extent to which they represent the dimension. Confirmatory factor analysis is one of the methods that can identify a model that is most suitable for the data. It is a tool that combines the correlations between sample responses, which means that it allows the researcher to verify the degree from which the model being tested conforms to what is stated in the literature about their dimensions and the number of items. The analysis will be conducted using the statistical package (AMOS V.23).

In order to evaluate the structural models which are built in the software, it is essential to validate the following.

Initially: The first component to look for is Parameter Estimates which are standardized regression weights (factor loadings). The arrows connecting the dimensions to the items measuring them have these values. According to Dancey and Reidy, 2007:473, a 40% value of parameter estimates shows statistical acceptability.

The second is verification of model fit indices which measure the extent to which a structural model that is derived from the sample data conforms to standards. In other words, they establish the homogeneity of the collected data through the questionnaire and the hypothetical measurement model according to some criteria. Table 1 illustrates the indicators that will be applied to assess the suitability of the hypothesized structural model for confirmatory factor analysis at the level of the research variables. (Hair *et al*., 2010: 116; Tomé-Fernández *et al*., 2020: 12; Holtzman & Sailesh, 2011: 13).

Table 1

Indicators of Goodness of Fit

General Rule	Indicator	No.
CMIN/DF<5	Ratio between Chi-square values (x^2) and degrees of freedom (df)	1
GFI>0.90	Goodness of Fit Index (GFI)	2
IFI>0.90	Incremental Fit Index (IFI)	3
CFI>0.90	Comparative Fit Index (CFI)	4
RMSEA<0.08	Root Mean Square Error of Approximation (RMSEA)	5

Source: Afthanorhan, W. A. (2013). "A Comparison of Partial Least Square Structural Equation Modeling (PLS-SEM) and Covariance Based Structural Equation Modeling (CB-SEM) for A. Confirmatory Factor Analysis of the Ambidextrous Leadership Scale

The current section examines the construct validity of ambidextrous leadership variable whose structure consists of two main sub-dimensions. These two sub-dimensions are the open leadership behaviours (7 items) and the closed leadership behaviours (8 items).

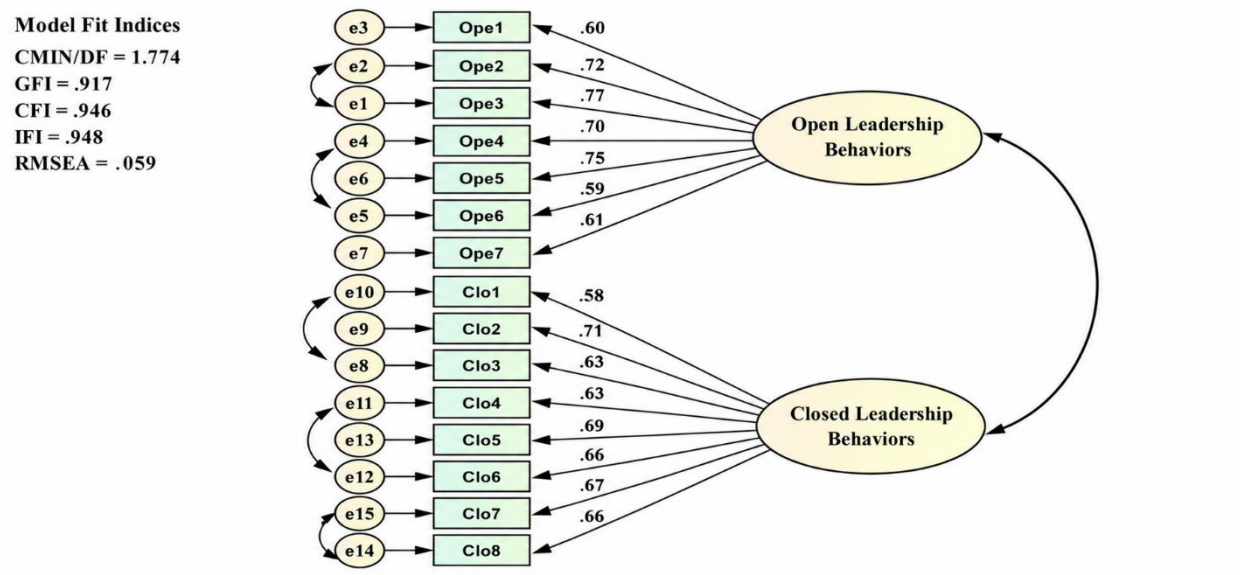
As illustrated by the structural model ( ), the standardized regression loadings for all the scale items were greater than (0.40), this supports their acceptance and confirms that the fifteen (15) items adequately represent ambidextrous leadership within the application environment. These items indicate that the variable is multidimensional rather than being unidimensional measured. The conclusion has been inferred through the goodness-of-fit indices which fell under the acceptable levels, as compared to the fit quality standard shown in Table 1.

In addition, the distribution of the tested items complied with the theoretical model that was tested, which has two dimensions through which the questionnaire items are distributed. The final conclusion that can be made from the above findings is that there exists a strong match between the earlier constructed model (the structural model) and the responses represented by the data in the measurement model corresponding to ambidextrous leadership.

The International Journal of Engineering Science and Innovative Technology published a Confirmatory Factor Analysis. The research tools and resources used in this study include data from global ISO 30405 data, survey data, and the use of structural equation models to check data-fitness and unconfounded measurements. The recommended leader tools include cheating methods and high-quality leader information. Moreover, they assist in resolving the following query: Does the property of the measurement scale represented by the above dimensions, measure the relevant variable and completely represent it?

Figure 1

Confirmatory Construct Validity of the Ambidextrous Leadership Scale



3.1.1.1 Confirmatory factor analysis of the ISO 30405 international standard scale

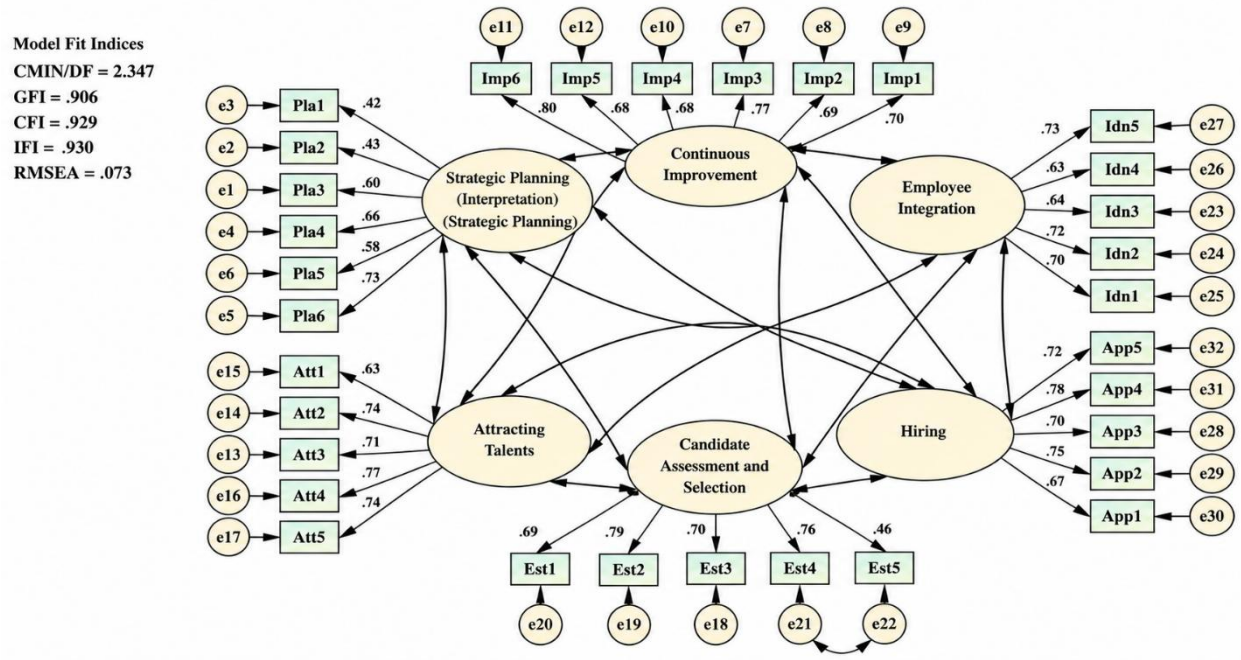
The current section manipulates the ISO 30405 international standard variable, which has six 6 main dimensions and thirty-two 32 items, to test the construct validity.

As per structural model () shows standardized regression loadings for all scale items being above (0.40); thus indicating their acceptance. This confirms that the thirty-two (32) items adequately signify the dimension of the international standard ISO 30405 in the application environment. These things are multidimensional rather than unidimensional construct. As evidenced by the goodness-of-fit indices of the tested model as they were found acceptable when compared with the fit quality criteria presented in Table 1.

Additionally, the tested theoretical model comprising thirty-two (32) items was consistent with the distribution of both items. According to the findings, we can conclude that there is a strong correspondence between what has been constructed (the structural model) and what the data representing the responses within the measurement model reveal about the concept of the ISO 30405 international standard.

Figure 2

Confirmatory Construct Validity of the ISO 30405 International Standard Scale



Source: Output of Amos V.23 Software

3.1.2 Reliability test of the measurement instrument

The reliability test of measurement instrument is used to measure the capability of the scale to produce the same results when redistributed to the same sample on two different occasions. This also indicates the internal consistency of the questionnaire by showing the extent to which the items express the phenomenon which they are seeking to assess. When individuals respond to a particular scale, reliability is the extent to which individual differences are measured consistently and coherently. If a scale measures what it was supposed to measure (Oppenheim, 1992: 144).

The measurement of questionnaire reliability ensures that all items and dimensions of the questionnaire as a whole, are internally consistent across time points meaning, results yield the same or very similar (De Vaus, 2002: 184) output. The acceptable value for the level of reliability should be at least (0.70) or above (Hair *et al*.,2019:775; Tavakol & Dennick,2011:54). If the reliability coefficients show lower values than what is accepted, it indicates low internal consistency, and the scale cannot be accepted. Table 2 shows the reliability test results for the questionnaire.

The results of the analysis showed that the Cronbach's Alpha coefficients of the overall study variables and their sub-dimensions ranged between (0.71–0.96). These values are statistically acceptable and can be inferred an approved level of reliability. As a result, final application of the study instrument and its measures can take place, as they are accurate, reliable, and highly valid.

Table 2

Results of Internal Consistency among the Scale Components

Cronbach's Alpha Coefficient	Variables and Dimensions	No.
0.84	Open Leadership Behaviors	1
0.86	Closed Leadership Behaviors	
0.92	Ambidextrous Leadership Variable	
0.74	Workforce Planning (Strategic Planning)	
0.84	Talent Acquisition (Attracting Talents)	
0.77	Candidate Assessment and Selection	
0.85	Hiring	
0.83	Employee Integration	
0.86	Continuous Improvement	
0.96	ISO 30405 International Standard Variable	2

Source: Output of SPSS V.26 Software

3.2 Second: description and diagnosis of the study measures and analysis of their results

3.2.1 Introduction

This section investigates the availability of the variables and dimensions by inference from the results of the descriptive analysis obtained from the responses of the individuals included in the questionnaire for the current study. The study model, which deals with the independent variable of ambidextrous leadership through open leadership behaviors and closed leadership behaviors and the dependent variable represented by the ISO 30405 international standard, includes workforce planning (strategic planning), talent acquisition (attracting talents), candidate assessment and selection, hiring, employee integration, and continuous improvement from the perspective of the study sample.

The classification of the lengths of categories according to the mean is given in table (3).

Table 3

Classification of Likert Scale Category Lengths According to the Arithmetic Mean

Acceptance Level	Category Length	No.
Very Low	1.00 – 1.80	1
Low	1.81 – 2.60	2
Moderate	2.61 – 3.40	3
High	3.41 – 4.20	4
Very High	4.21 – 5.00	5

Source: (Abdul Fattah, 2518: 541)

The statistical procedure in this section will address the presentation of the level of concentration of responses around their weighted arithmetic mean, followed by the level of dispersion in the responses through the standard deviation, response level, relative importance, and ranking importance, based on the appropriate statistical analysis software.

3.2.2 First: description and diagnosis of the ambidextrous leadership variable

The characterization and diagnosis of ambidextrous leadership variable provides an in-depth characterization and diagnosis of the items and dimensions of this variable, followed by a general characterization and diagnosis of the variable as follows.

According to the ambidextrous leadership variable, the study sample individuals tend to agree more on the dimension of open leadership behaviours. This is due to the fact that it achieves the highest arithmetic mean of (3.88). A standard deviation of (.991) is acceptable which indicates a good consistency obtained for the respondent's perception relating to this dimension. The level of response received was labeled high. As a result, the dimension of open leadership behaviors comes first.

The arithmetic mean (3.68) was followed by the dimension of open leadership behaviours, with a standard deviation within the limit of (.712).

The agreement regarding the availability of this dimension within the application environment and during the testing phase is generally good where the response level is high.

The average of the dimension means of the variable, the ambidextrous leadership variable achieved an arithmetic mean of (3.78). The average of the sample results for ambidextrous leadership variable is (.943) which reflects the high agreement level for the variable. The findings reveal that the ambidextrous leadership variable is obtainable by the studied sample.

As illustrated in table 4 as well as in figure 1, the dimensions have been summarized in terms of their arithmetic mean, standard deviation, relative importance, response level and ranking providing a picture about their level of availability..

Table 4

Arithmetic Means, Standard Deviations, Response Degree, and Ranking Importance of the Main Dimensions of the Ambidextrous Leadership Variable (n = 251)

Ranking Importance	Response Level	Relative Importance	Standard Deviation	Arithmetic Mean	Main Dimension
Second	High	0.78	.991	3.88	Open Leadership Behaviors
First	High	0.74	.895	3.69	Closed Leadership Behaviors
—	High	0.77	.943	3.78	General Average of the Ambidextrous Leadership Variable

Source: Output of SPSS V.26 Software

3.2.3 Description and diagnosis of the ISO 30405 international standard variable

The above standard has detailed description and diagnosis of the items and dimensions of this variable, and is followed by an overall description and diagnosis of the variable as follows.

According to the ISO 30405 international standard, the dimension of continuous improvement has been found to be the most agreed upon within the sample of the study. This dimension has achieved the highest arithmetic mean of (3.94). The standard deviation (.927) was within the limit which is an indication of good consistency regarding

the perceptions is concerned. The level of response was classed as high. The metric of continuous development was rated first.

Subsequently, it was followed, according to the arithmetic mean (average), hire dimension with arithmetic mean (average) with a rate of (3.93) with dispersion value (standard deviation) equal to (.961) This means the responses have low dispersion, meaning that the opinion of the study sample regarding the availability of hiring practices within the application environment was not far apart, and the response levels were high.

The dimension of the candidates' assessment and selection was rated with a mean arithmetic of (3.91) and a standard deviation within the limit of (1.018) in the third rank. This shows that respondents largely agree that this dimension is available in the application environment and the testing period, with a high level of response.

After that, the dimension of workforce planning (strategic planning) had an arithmetic mean of (3.89) and had a standard deviation estimated at (.976). The dimension of employee integration was ranked fifth with an arithmetic mean (3.84) and a standard deviation (.992). The dimension of talent acquisition (attracting talents) occupied the final rank with rank mean of (3.83) and a standard deviation of (1.012) while still maintaining a high level of response.

In general, the arithmetic mean of ISO 30405 International Standard Variable was (3.89) which implies the average of the dimension means of the variable. The sample mean of the survey responses regarding the ISO 30405 international standard resulted in a value of (3.86). The ISO 30405 international standard variable has a good level of availability according to the study sample, this shows that.

The arithmetic means, standard deviations, relative importance, response levels and ranking importance of the dimensions are presented in Table 5, while Figure ( ) graphically shows the level of availability of these dimensions..

Table 5

Arithmetic Means, Standard Deviations, Response Degree, and Ranking Importance of the Main Dimensions of the ISO 30405 International Standard Variable (n = 251)

Ranking Importance	Response Level	Relative Importance	Standard Deviation	Arithmetic Mean	Main Dimension
Fourth	High	.78	.976	3.89	Workforce Planning (Strategic Planning)
Sixth	High	.77	1.012	3.83	Talent Acquisition (Attracting Talents)
Third	High	.78	1.018	3.91	Candidate Assessment and Selection
Second	High	0.82	.961	3.93	Hiring
Fifth	High	0.77	.992	3.84	Employee Integration
First	High	0.79	.927	3.94	Continuous Improvement
—	High	0.78	.981	3.89	General Average of the ISO 30405 International Standard Variable

Source: Output of SPSS V.26 Software

3.3 Third: testing the study hypotheses

3.3.1 First: testing the correlation hypotheses

The analysis first checks the level and nature of correlation through Pearson's correlation coefficient. The aim is to get the degree of association between two variables and verify whether the correlation hypothesis gets achieved.

The variables included are ambidextrous leadership and the ISO 30405 international standard.

It is necessary first to clarify the criteria to be adopted to define acceptance and the respective degree of correlation prior to conducting the analysis. The correlation coefficients' interpretation categories are presented in Table 6.

Table 6

Categories for Interpreting the Correlation Coefficient Level

Correlation Coefficient Value	Interpretation of Correlation Relationship	No.
0	No correlation relationship	1
±1	Perfect positive or negative correlation relationship	2
± (0.00–0.30)	Weak positive or negative correlation relationship	3
± (0.31–0.70)	Strong positive or negative correlation relationship	4

± (0.71–0.99)	Very strong positive or negative correlation relationship	5

Source: Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students*, 5th ed., Pearson Education Limited: Prentice Hall, England, p. 459.

In the verification process, it is also necessary to find out the significance level of the test (Sig.) through which the correlation value resulting will be able to tell whether it is acceptable or not. We can infer this based on the appearance of (***). In other words, the software compared the tabulated t-value with the calculated t-value and has accepted the result at (1%) level of significance. If (*) is above value, it implies an acceptance at a significance level of (5%). The sample size (n) is also part of the correlation table.

The procedures for testing the hypotheses are presented next.

3.3.1.1 First: testing the first main correlation hypothesis

The first main hypothesis is aimed at verifying the level of association (correlation) that exists in the presence of a certain level of ambidextrous leadership and its relationship with the ISO 30405 international standard through the hypothesis statement as follows.

There is a statistically significant positive correlation between ambidextrous leadership and the variable of international standard ISO 30405.

The correlation matrix table 7 (insert matrix table reference) at the level of the independent variable with the dependent variable, and at the level of the dimensions of the independent variable with the dependent variable, shows strong correlation between ambidextrous leadership variable and ISO 30405 international standard variable. The correlation value obtained is statistically significant at (.855**). The asterisks above this value indicate that the calculated t value is greater than its tabulated value. Also, it is accepted with a confidence level of (0.99) which means that it is accepted with a significance level of (0.01).

Based on the positive sign value, the direction of this relationship is positive. This means that there is a strong association between the ambidextrous leadership variable availability and the ISO 30405 international standard variable availability regarding the perceptions of the current study sample.

The finding confirms the endorsement and veracity of the first principal correlation hypothesis, the one which relates the ambidextrous leadership variable to the ISO 30405 international standard variable.

Table 7

Correlation Matrix between Ambidextrous Leadership Dimensions and the ISO 30405 International Standard

ISO 30405 International Standard	Ambidextrous Leadership	Closed Leadership Behaviors	Open Leadership Behaviors	Variables
.793**	.953**	.795**	1	Open Leadership Behaviors
.000	.000	.000	—	Sig. (2-tailed)
251	251	251	251	N
.829**	.941**	1	.795**	Closed Leadership Behaviors
.000	.000	—	.000	Sig. (2-tailed)
251	251	251	251	N
.855**	1	.941**	.953**	Ambidextrous Leadership
.000	—	.000	.000	Sig. (2-tailed)
251	251	251	251	N
1	.855**	.829**	.793**	ISO 30405 International Standard
—	.000	.000	.000	Sig. (2-tailed)
251	251	251	251	N

Correlation is significant at the 0.01 level (2-tailed).
Source: Output of SPSS V.26 Software

From the first main hypothesis, the following sub-hypotheses related to the dimensions of the indepndent variable and the dependent variable can be derived:

3.3.1.1.1 Testing the first sub-hypothesis

The first sub-hypothesis is concerned with verifying the level of association (correlation) between the existence of a certain level of the dimension of open leadership behaviors and the ISO 30405 international standard via the following hypothesis statement.

On the one hand, using Leadership behavior (20 words): “There is a positive statistically significant correlation between the dimension of open leadership behaviors and the ISO 30405 international standard variable.”.

Analyze the variables

A correlation matrix was established between behaviors of open leadership and the ISO 30405 international standard variable. Correlation matrix tables (311) show to what a strong correlation there is. The value of correlation reached (.793**), denote statistically significant value. According to above two asterisks above its value, the calculated t-value is greater than its tabulated value and it falls within a confidence level of (0.99). Accordingly, it was accepted at a significance level of (0.01).

The relationship has a positive direction, as the value’s positive sign shows that there is a strong association between the availability of the open leadership behaviors dimension and the availability of the ISO 30405 international standard variable within the application environment of the current study.

This finding shows support for the acceptance and verification of the first sub-correlation hypothesis between open leadership behavior and ISO 30405 international standard variable.

3.3.1.1.2 Testing the second sub-hypothesis

Correlational analysis between closed leadership behaviours and the ISO 30405 standard is provided through the second sub-hypothesis. This aims to see the level (or correlation) existing between a certain level of the dimension and the standard being analysed.

There exists a positive statistically significant relationship between the dimension of closed leadership behaviour and variable ISO 30405 international standard.

The correlation matrix table shows that dimension of closed leadership behaviors is highly correlated with the international standard variable ISO 30405. The correlation value attained (.829**), which is a significant value. The two asterisks above the value indicate that the calculated t value is higher than its tabled value while it is accepted within (0.01) significance level as it is within the confidence level of (0.99).

There is a positive direction of the relationship which is indicated by the positive sign of the value. This means that there will a strong association between the availability of the dimension of closed leadership behaviors and the availability of the ISO 30405 international standard variable. Both mentioned variables are available within the application environment of the present study.

The outcome supports acceptance and verification of the second sub-correlation hypothesis between dimension of closed leaderships behaviors and the ISO 30405 international standards variable.

3.3.2 Second: testing the impact hypotheses

The Structural Equation Modeling (SEM) approach will be used to examine the main impact and sub-impact hypotheses. Structural equation modeling strategies have grown into probably the most significant tools that can identify a range of relationships that are independent and dependent measurable.

Structural equation modeling (SEM) is a sophisticated statistical approach that tests many hypotheses. It shows the relationships between observed and latent variables, and their inter-relationships. Moreover, SEM is deemed much more useful than multiple regression analyses, especially in the case of measured variables. Thus, SEM is a good tool to describe the direct, indirect, and interactive effect of latent variables on measured factors in a hypothesized model. This technique makes it possible to ascertain the level of direct influence of the variables as follows:

3.3.2.1 First: the first main hypothesis

This hypothesis seeks to test to what extent the independent variable ambidextrous leadership affects the dependent variable international standard ISO 30405. The theory claims.

There is a significant positive effect relationship between the ambidextrous leadership variables and international standard ISO 30405.

Based on the illustration explained earlier, it indicates that ambidextrous leadership has a significant positive impact on the ISO 30405 international standard level. This shows that the standardized effect coefficient arrived at (0.61). This means that the ambidextrous leadership variable has a positive influence on the ISO 30405 international standard variable (61%) at the level of the study sample.

This shows that a one-standard deviation unit change in leadership ambidextrous among the study sample will result in a positive change of ISO 30405 international standard by (61%). The Critical Ratio (C.R.) value in Table 8 reached (2.920) and is significant at significance level (P-Value = 0.01), which means that the value is statistically significant.

Figure 3 also shows that the value of the coefficient of determination (R^2) was (0.37). This indicates that the ambidextrous leadership variable able to explain changes that occur in variable ISO 30405 international standard significantly.

According to the findings above, it is accepted that the first main hypothesis that there is a positive effect relationship between ambidextrous leadership and the ISO 30405 international standard variable is accepted, with a strong and positive level of impact.

Figure 3

Regression Path of the First Main Hypothesis According to the Structural Equation Modeling Approach

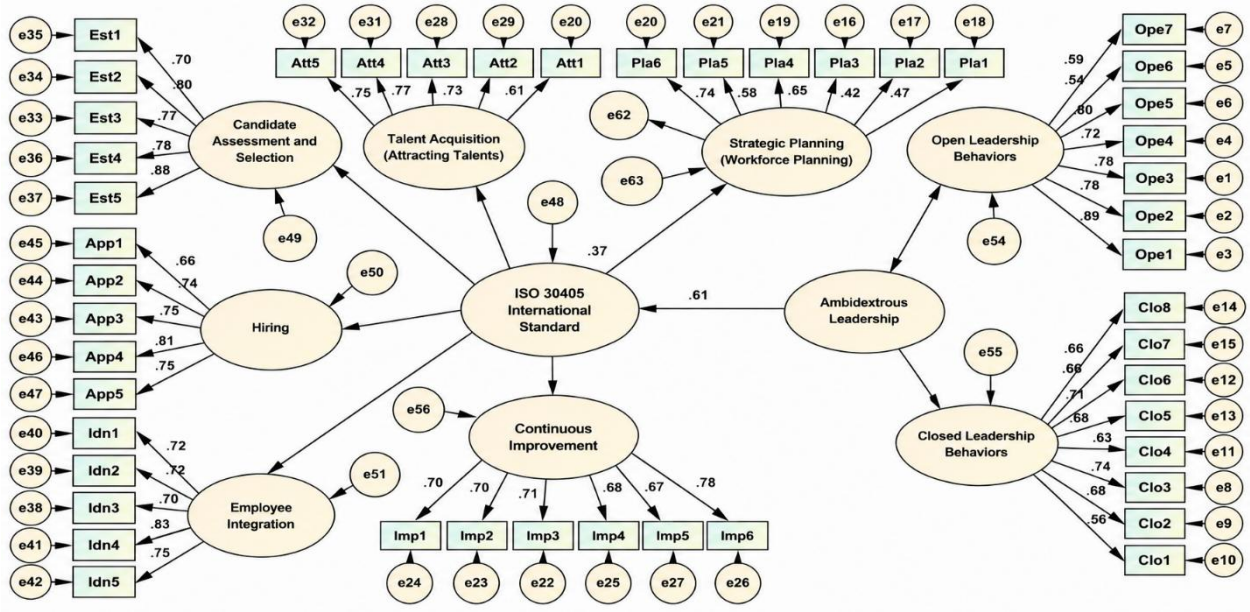


Table 8 presents the standardized and unstandardized values of the effect coefficient, in addition to the standard error and critical ratio, through which, along with the significance level, the acceptance or rejection of the results can be determined.

Table 8

Estimates of the Effect Model between the Ambidextrous Leadership Variable and the ISO 30405 International Standard Variable

Significance	Critical Ratio	Standard Error	Unstandardized Beta Values	Standardized Beta Values	Variables	Path	Variables and Dimensions
***	2.920	.278	.812	.609	Ambidextrous Leadership	<---	ISO 30405 International Standard

Source: Prepared by the researcher based on the outputs of Amos V.23 Software.

The main hypothesis includes two sub-hypotheses arranged as follows:

3.3.2.1.1 First sub-hypothesis

The hypothesis will test the effect of the dimension of open leadership behaviors, which is one of the dimensions of the independent variable, ambidextrous leadership, on the ISO 30405 international standard in the study. The assumption asserts.

The dimension of open leadership behaviors positively affects the implementation of ISO International Standards and is statistically significantly influenced by ISO 30405.

From the inspection of figure 4, we can conclude that a positive statistically significant effect of the dimension of open leadership behavior's on the level of the ISO 30405 international standard exists. It is clear that the standardized effect coefficient reach (0.73). This indicates that the dimension of open leadership behaviors gave an effect of ISO 30405 international standard variable equal to (73%) at the level of the study sample.

This shows that a change of one standard deviation unit in the dimension of open leadership behavior's among the study sample would be positively detected in the ISO 30405 international standard by (73%). The Critical Ratio (C.R.) value shown in Table 9 was (3.316), which is significant at the (P-Value = 0.01) at the same table, this value is statistically significant.

As illustrated in Figure 4, the R-squared coefficient was measured at (0.53). This implies that the dimension of open leadership behaviors accounted for a large part of the variances in the variable ISO 30405 international standard.

The first sub-hypothesis, which states that there is a positive effect relationship between open leadership behaviors and the ISO 30405 international standard variable, can be accepted based on the above findings and with a strong and positive level of influence.

Figure 4

Regression Path of the First Sub-Hypothesis According to the Structural Equation Modeling Approach

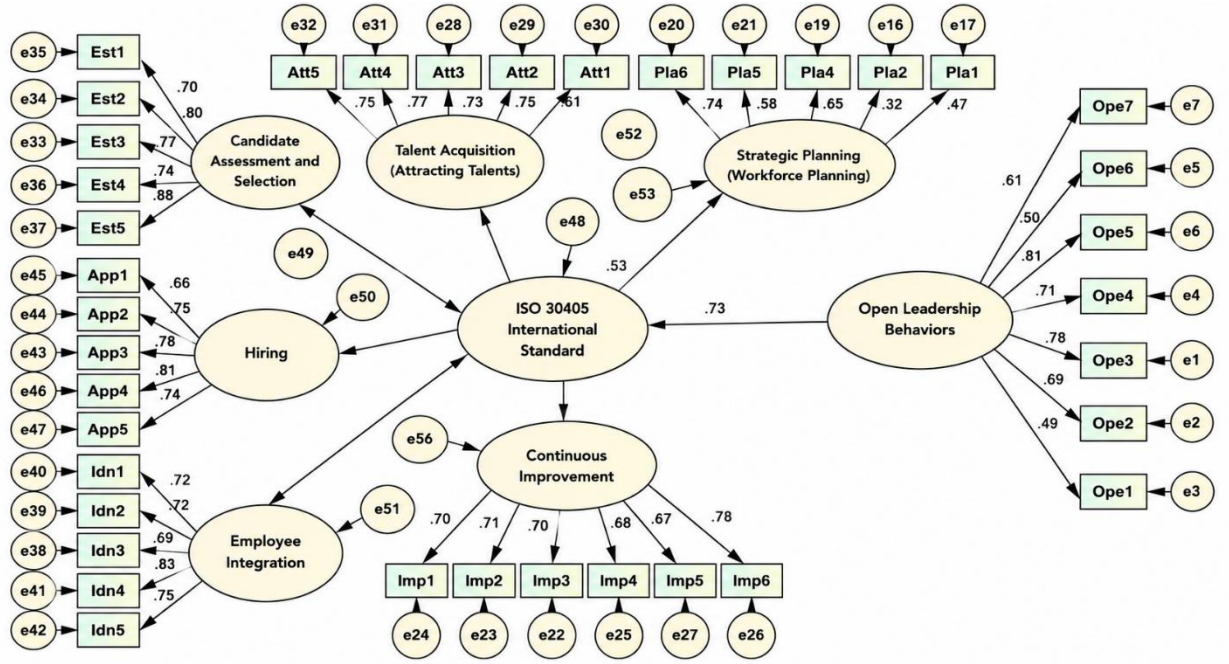


Table 9 presents the standardized and unstandardized values of the effect coefficient, in addition to the standard error and critical ratio, through which, together with the significance level, the acceptance or rejection of the results can be determined.

Table 9

Estimates of the Effect Model between the Dimension of Open Leadership Behaviors and the ISO 30405 International Standard Variable

Significance	Critical Ratio	Standard Error	Unstandardized Beta Values	Standardized Beta Values	Variables	Path	Variables and Dimensions
***	3.316	.253	.839	.732	Open Leadership Behaviors	<---	ISO 30405 International Standard

Source: Prepared by the researcher based on the outputs of Amos V.23 Software.

3.3.2.1.2 Second sub-hypothesis

The objective of this hypothesis is to measure the effect of the closed leadership behavior's dimension, which is one of the independent variable dimensions (ambidextrous leadership), on the dependent variable, namely the ISO 30405 international standard. The Hypothesis State.

Positive statistically significant effect relationship between the dimension of closed leadership behaviors and the ISO 30405 international standard variable.

If we refer to Figure 5, we can see that the dimension of closed leadership behaviors has a positive and statistically significant effect on the level of the ISO 30405 international standard. This indicates that the standard effect coefficient reached (0.48). The dimension of closed leadership behavior has a positive effect on the variable ISO 30405 international standard by (48%) and at the level of the study sample.

This indicates that a change of one unit standard deviation in the dimension of closed leadership behaviours among the study sample leads to a positive change in ISO 30405 international standard by (48%). The value is considered statistically significant at the significance level. This is demonstrated by the Critical Ratio (C.R.) value in Table 10, which amounted to (3.328), which is significant at (P-Value = 0.01) at the same table.

Figure 5 also shows that the coefficient of determination (R2) is (0.23). It is implied that the dimension of closed leadership behaviours accounts for a significant proportion of the change in the ISO 30405 international standard variable.

From the above findings, the second sub-hypothesis regarding the existence of a positive effect relationship of the dimension closed leadership behaviors to the variable international standard ISO 30405 can be accepted at a positive level of influence.

Figure 5

Regression Path of the Second Sub-Hypothesis According to the Structural Equation Modeling Approach

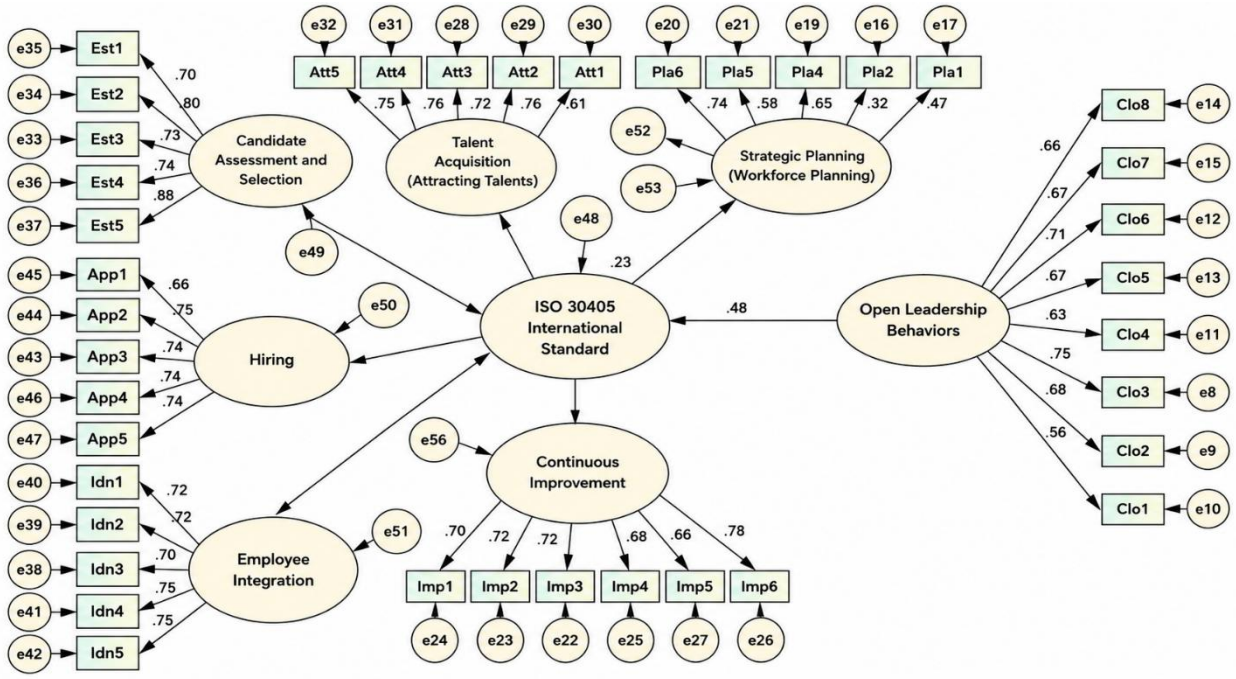


Table 10 presents the standardized and unstandardized values of the effect coefficient, in addition to the standard error and critical ratio, through which, together with the significance level, the acceptance or rejection of the results can be determined.

Table 10

Estimates of the Effect Model between the Dimension of Closed Leadership Behaviors and the ISO 30405 International Standard Variable

Significance	Critical Ratio	Standard Error	Unstandardized Beta Values	Standardized Beta Values	Variables	Path	Variables and Dimensions
***	3.328	.204	.679	.476	Closed Leadership Behaviors	<---	ISO 30405 International Standard

Source: Prepared by the researcher based on the outputs of Amos V.23 Software.

4 CHAPTER FOUR / CONCLUSIONS AND RECOMMENDATIONS

4.1 First: conclusions

4.1.1 Conclusions related to the theoretical aspect

1. The analysis of the variables of the current research, namely ambidextrous leadership and the ISO international standard is an analysis that demonstrates the existence of interconnection and mutual impact between them in business organizations in general and within the organization in question particularly.
2. The research results show that ambidextrous leadership can enhance the implementation of the requirements of an international standard ISO 30405.

4.1.2 Conclusions related to the practical (field) aspect

1. This means the managers who use the concepts are often able to use them together well to perform better than the minuses of their use. The correlation coefficient was (.855**), which is a statistically acceptable value at the Significance level of (1%), corresponding to a confidence level of (99%).
2. In addition, the results demonstrated there is a positive statistically significant effect relationship between ambidextrous leadership, with its two dimensions, and the ISO 30405 international standard. The ambidextrous leadership coefficient rose to (0.61), which indicates that a one-unit increase in this level affects ISO 30405 by (61%).

4.2 Second: Recommendations

1. Raising the level of awareness of the officials, the Organization selected as the study sample about the importance of the study variables, namely ambidextrous leadership and the ISO 30405 international standard.

2. Giving importance to providing efficient intellectual resource materials for the economy in general and for the company in particular.
3. We ask academic and consulting experts specializing in human resource management and ISO standards to analyze the nature and measure the relationship between the dimensions of ambidextrous leadership (open leadership behaviors and closed leadership behaviors) and the success in activating the requirements of ISO 30405 international standard.

REFERENCES

1. Abu Ziyada, Z., & Jar Allah, M. (2021). The reality of talent management practices and their impact on achieving organizational excellence: An applied study on Palestinian ministries in the West Bank governorate. *Palestine Technical University Research Journal, 9*(4).

2. Ahlam, Q. (2012). *The process of human resource recruitment in small and medium enterprises* [Unpublished master's thesis, Akli Mohand Oulhadj University, Faculty of Humanities and Social Sciences].

3. Al-Saeed, F. (2020). The role of international standards (ISO 30405) in enhancing integrity and transparency in the government recruitment sector. *Arab Administrative Journal, 40*(2), 15–32.

4. Al-Qatruni, F. M. (2014). *Strategic planning: An approach for educational institutions*. New University Publishing House.

5. Al-Qahtani, M. D. (2015). *Human resource management toward an integrated strategic approach*. King Fahd National Library.

6. Kashroud, A. al-T. (2018). *Dictionary of industrial and organizational psychology and management terms*. Dar Al-Nahda Al-Arabiya.

7. Hashim, K. H., & Dawood, F. S. (2022). The impact of ambidextrous leadership behaviors on organizational excellence: A comparative applied study between Al-Zawraa Company and the Electrical Industries Company. *Journal of Accounting and Financial Studies, 17*(61).

8. Adwan, M. (2011). *The reality of selection and appointment policies and their impact on the career path of employees in banks operating in the Gaza Strip* [Master's thesis, Islamic University of Gaza].

9. Salman, A. J. (2014). The use of continuous improvement technique in developing organizational performance. *Baghdad College of Economic Sciences University Journal,* (41).

10. Abdul Fattah, I. (2008). *Introduction to descriptive and inferential statistics using SPSS* (p. 541). Al-Khwarizmi House for Printing and Publishing.

11. Alghamdi, F. (2018). Ambidextrous leadership, ambidextrous employee, and the interaction between ambidextrous leadership and employee innovative performance. *Journal of Innovation and Entrepreneurship*.

12. Edwards, K., & Johansen, W. (2018). The impact of HR standardisation (ISO 30405) on corporate reputation. *Scandinavian Journal of Management, 34*(3), 220–231.

13. International Organization for Standardization. (2023). *Human resource management — Guidelines on recruitment* (ISO Standard No. 30405:2023). ISO.

14. Kafetzopoulos, D. (2022). Ambidextrous leadership: A narrative literature review for theory development and directions for future research. *Baltic Journal of Management*, *17*(2), 206–232.

15. Klonek, F. E., Gerpott, F. H., & Parker, S. K. (2020). A conceptual replication of ambidextrous leadership theory: An experimental approach. *The Leadership Quarterly*, Article 101473.

16. Mohiya, M., & Sulphey, M. M. (2021). Do Saudi Arabian leaders exhibit ambidextrous leadership: A qualitative examination. *SAGE Open*, *11*(4).

17. Haider, S. A., Zubair, M., Tehseen, S., Iqbal, S., & Sohail, M. (2023). How does ambidextrous leadership promote innovation in project-based construction companies? Through mediating role of knowledge-sharing and moderating role of innovativeness. *European Journal of Innovation Management*, *26*(1), 99–118.

18. Osa, L. (2017). Applying ISO standards to talent management: A case study of ISO 30405 and 30408. *European Journal of Business and Management*, *9*(4), 112–125.

19. Stevenson, W. J., Hojati, M., & Cao, J. (2021). *Operations management* (p. 182). McGraw-Hill Education.

20. Vasileva, M. (2021). Integrating ISO 30405 into total quality management of educational institutions. *Bulgarian Journal of Educational Research*, *8*(2), 77–90.

21. Waseel, A. H., Zhang, J., Shehzad, M. U., Hussain Sarki, I., & Kamran, M. W. (2024). Navigating the innovation frontier: Ambidextrous strategies, knowledge creation, and organizational agility in the pursuit of competitive excellence. *Business Process Management Journal*, *30*(6), 2127–2160.

22. Zacher, H., & Wilden, R. G. (2014). A daily diary study on ambidextrous leadership and self-reported employee innovation. *Journal of Occupational and Organizational Psychology*. Advance online publication. https://doi.org/10.1111/joop.12070

23. Dancey, C. P., & Reidy, J. (2007). *Statistics without maths for psychology* (4th ed.). Pearson Prentice Hall.

24. Holtzman, S., & Sailesh, V. (2011). Confirmatory factor analysis and structural equation modeling of noncognitive assessments using PROC CALIS. In *NorthEast SAS Users Group (NESUG) 2011 Proceedings* (pp. 11–14).

25. Eaton, P., & Willoughby, S. D. (2018). Confirmatory factor analysis applied to the Force Concept Inventory. *Physical Review Physics Education Research*, *14*, Article 010124.

26. Afthanorhan, W. A. (2013). A comparison of partial least square structural equation modeling (PLS-SEM) and covariance based structural equation modeling (CB-SEM). [Journal name and volume not provided].

27. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis*. Prentice Hall.

28. Tomé-Fernández, M., Fernández-Leyva, C., & Olmedo-Moreno, E. M. (2020). Exploratory and confirmatory factor analysis of the social skills scale for young immigrants. *Sustainability*, *12*(17), Article 6879.

29. Oppenheim, A. N. (1992). *Questionnaire design, interviewing and attitude measurement* (new ed.). Continuum.

30. De Vaus, D. A. (2002). *Surveys in social research* (5th ed.). Routledge.

31. Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, *2*, 53–55.

32. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis*. Prentice Hall.

33. Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Prentice Hall.