

The Educational Administrative Needs under the Organizational Ambidexterity among the Academic Leaders in the Jordanian Universities

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Abstract

The study aimed to identify the educational administrative needs in light of the principles of organizational ingenuity among academic leaders in Jordanian universities, (142) academic leaderships were chosen by simple random sampling. After collecting the data and statistically processing, it was found that there is a high degree of needs in the two fields of study: the need for optimal investment of opportunities, the need to explore new opportunities. Also, there are no statistically significant differences in the educational administrative needs in the light of the principles of organizational ingenuity among academic leaders in Jordanian universities due to the variables (Gender, Experience, Academic rank and Job position). A number of recommendations were proposed, including observing the principles of organizational ingenuity during training academic leaders in Jordanian universities on administrative tasks.

Key Words: the educational administrative needs, principles of organizational ingenuity, academic leaders in Jordanian universities.

Introduction

Education in our contemporary world forms the social management to draw the progress features at any community, as it also determines the reformation path within. In addition, it represents in this changing world, the most notable methods of communities in building individuals and groups, since the scientific and technological progress that led to the change of life features in the current era; is based on educational systems governed by an objective philosophy and educational mindset, aimed at building individuals on a level of leading thinking and empowering societies (Ali, 2020).

Management to be considered the primary engine of institutions with all its various areas, also, it is a progress key through which these institutions operate efficiently. Furthermore, management is the method towards pushing development forward in all learning and social areas, and other life aspects, since schools are considered among the most important institutions that work on forming the reality in communities, which require its management to review the details and engage in the racetrack to reach a high level in managing its human resources efficiently; in order to accomplish the sustainable professional development.

Educational needs have a group of system weakness, where the goals in which need a treatment and reinforcement via training programs in the form of other goals. Furthermore, needs are considered the gap between actual requirements for a specific job and current capabilities for the person that held (Hauer & Quill, 2011).

Organizations with all variety need the human factor; in order to guide their business and provide the required psychological, material, and moral services to achieve the organizational goals. Hence, the qualified human forces and their manner of acting within the work environment, are considered tools for creativity, change, development, and improvement.

Indeed, as a result to the increased preparing of competitors in the educational institutions, it required the institutions to work on improving themselves constantly, also, to work on investing all their available opportunities, and seeking for new ones in a manner that helps them to adapt to their environment and achieving their goals. Hence, the idea of organizational ambidexterity emerged describing it as the most essential orientations by which the educational institutions can confront all challenges (Albashqali & Dawod, 2015).

The organizational ambidexterity topic considered among the most notable subjects that seized a distinguished place in the educational administration domain, which covers all life aspects and its various areas: Social, economic, and learning. Moreover, organizational ambidexterity possess the attention of various institutions operating in the field-based-jobs in the whole globe; because the institutions are in need to possess the organizational ambidexterity that achieves for each of its components the relative balance between the exploratory and exploitative activities simultaneously, in addition, it earned good positions among business environments, and allows it to utilize their available capabilities to achieve efficiency (Benner & Tushman, 2003).

Statement of Problem

The effective administrative has a significant role in organizing efforts and coordinating energies to achieve the purposes which the institutions were established for. Moreover, education is considered the primary element for preparing the human factor and the social development requirements, as it is in an argent need for ambidexterity and administrative arrangements which stand on a scientific base of organizing, planning, guidance, following up, and correction, whereas all require a leader who possess intelligence and high-qualified-capabilities.

Some institutions encounter challenges represented in building a culture, in which all the management staff sense their value and role in leading the institutions, as the latter in need to gain knowledge and required skills to manage their responsibilities and solve complex issues; in order to be implemented effectively.

Organizational ambidexterity can be used in evolving the educational administration performance, additionally, (Alsarhani, 2019) emphasized that the organizational ambidexterity contributed in the increase of institutions ability on working efficiently and adapting with differ variables. Hence, the study problem represented in seeking for the educational administrative needs as the organizational ambidexterity; for the institutions' evolvement and continuity, through the following questions:

1. What is the degree of the educational administrative needs under the organizational ambidexterity among the academic leaders in the Jordanian Universities?
2. Are there any statistically significant differences at the significance level ($0.05 \geq \alpha$) in the degree of educational administrative needs under the organizational ambidexterity among the academic leaders in the Jordanian Universities

The Study Objectives

1. Identifying the degree of the educational administrative needs under the organizational ambidexterity among the academic leaders in the Jordanian Universities.
2. Revealing the statistical differences in the educational administrative needs under the organizational ambidexterity among the academic leaders in the Jordanian Universities, according to (Gender, years of experience, academic rank, and job position) variables.

The Study Importance

The current study importance lies in that organizational ambidexterity, consider among the most notable subjects that receive the researchers' attention in different areas. Furthermore, it is among the important and few studies conducted locally in measuring the organizational ambidexterity in the educational administration area, also, it will richen the Arabic library with an applied reference in the areas of both the organizational ambidexterity and educational administration. This current study benefits the educational administration in the learning institutions, via measuring the availability degree of the educational administrative needs under the organizational ambidexterity among the academic leaders from their perspectives, and this within the efforts of evolving the educational institutions, as it also contributes in conducting similar studies that comprehend and benefit the educational administration.

The Study Terminologies

- Educational Administrative Needs: The gap between the expected adequacy level and the available adequacy level among the individuals holding various jobs inside the institution (Frihat, 2007).
- Educational Administration: A decision-making process which guides the people job, plus, works on organizing and investing the human resources to achieve the designed goals at the best possible manner and by the best methods (Albadri, 2001).
- The researcher defines Educational Administration as: A set of ideas, opinions, humanitarian activities, and orientations, that work on clarifying goals and setting up programs and structural organizations.
- Organizational Ambidexterity: The potential ability of institutions and various organizations in investing current activities that are common in different areas; in order to explore new activities in new areas by a way that contributes in creating balance between the exploring and exploiting performance (Ismail, 2016).
- Procedurally defined as: The first degree obtained by the researcher via the responses of the sample individuals upon the questionnaire items, related to be taken into consideration arrangement in the study.

The Study Limitations

- Spatial limits: This study will be limited on the Jordanian Universities.
- Human limits: This study will be applied upon the decision-makers in the Jordanian Universities.
- Time limits: This study will be applied in the first academic semester of the year 2022/ 2023.

Theoretical Framework

Educational Needs

Educational needs are multi and differ by the different educational institutions and leaders' personal characteristics, hence, the need means: "The lack or decrease between two descriptions". Moreover, in terms of human forces development, the need means: "The presence of a gap between two performances, and this gap occurs as a result of the lack in knowledge, skills, or orientations of the individuals" (Abd-ARahim, 2002).

(Khalifa, 2003), defined the educational needs as: "The total of changes and evolutions required to be done in the leaders' information, skills, and orientations; in order to overcome the problems, which encounter the workflow and prevent achieving the pursued goals".

(Kaufman, 1993), defined the need as: "The gap presented between current results and the pursued results". (Al-Taani, 2005), indicated that determining needs is a constant process conducted via utilizing method to generate information about different needs of individuals, groups, and communities within various levels; in order to finish its arrangement according to its priorities, as well planning and implementing programs and projects directed to meet the required needs.

(Battah, 1996), emphasized that determining needs are considered the logical steps, which the leader follows in developing the human forces in the institutions, or any person performs this task to reveal the lack or gap between an active situation or performance, and between a required situation or performance, on analyzing that situation and come up with specific results; in order to address that lack or gap.

Educational needs are considered the base which the sound institutions stand upon, to achieve efficiency and well performance for employees, promote their information, skills, and improve their orientations (Yaghi, 1999).

Educational needs to be considered among the learning process goals that seeks to achieve realistically. Hence, (Al-Baqami, 2008) clarified that educational needs are the individuals who need training at any department, and lifting the performance the must-be-reached level.

The base in the field of planning for training is among the benefits of the educational needs, since it is a primary necessity for training teachers process and one of its pillars, that was recognized precisely, providing individuals with information, skills, and experiences to create development and lifting the efficiency of individual professionally, as well the indicator that guides training to right path (Dieb, 2006).

Organizational Ambidexterity

The importance of organizational ambidexterity is represented in being among the contemporary organizations forms, which deals in a well and successful manner with the changing environment data, as it makes the organization in a status of constant movement to confront the environmental challenges, by stabilizing its current position with competitors, and seeking in new areas in the future, throughout discovering. Moreover, the employees' productivity is normally affected by their orientations, especially, the spirits of work groups within the organization, which in turn are affected by the dominant administrative leadership or the one used in supervising workers (Al-Rahahleh & Azzam, 2011).

Post to the review of some studies, (Mashahra, 2022) conducted a study that aimed at identifying the availability degree of the organizational ambidexterity among the principals of the schools affiliated to Jerusalem municipality from the perspectives of teachers, also, revealing if there any statistically significant differences at the significance level between the Means of the study sample answers. Moreover, the availability degree of the organizational ambidexterity is attributed to the following variables: (Gender, Academic qualification, Years of experience, and Academic level), and the study adopted the analytical-descriptive approach, whereas the study sample consisted of all teachers from the schools affiliated to Jerusalem municipality, numbering (323) male and female teacher. Indeed, the study results showed that the availability degree of the organizational ambidexterity among the principals of the schools affiliated to Jerusalem municipality from the perspectives of teachers came in high degree, while the availability degree of exploiting among the principals came higher than the availability degree of exploring. Additionally, the results indicated to the following: No statistically significant differences at the significance level between the Means of the study sample answers regarding the availability degree of organizational ambidexterity among the principals of the schools affiliated to Jerusalem municipality from the perspectives of teachers, attributed to the variables: (Academic qualification and years of experience). There are statistically significant differences at the significance level between the Means of the study sample answers regarding the availability degree of organizational ambidexterity among the principals of the schools affiliated to Jerusalem municipality from the perspectives of teachers, attributed to the variables: (Gender and academic level).

Both (Aljumaiee & Al-Harthy, 2021), conducted a study that aimed at identifying the availability degree of the organizational ambidexterity among the private schools leaders in Taif city from the teachers' perspectives, also, revealing the statistically significant differences between the Means and teachers' responses, regarding the availability degree of the organizational ambidexterity among the private schools leaders in Taif city, attributed to (Academic qualification, number of courses, and years of experience) variables. Furthermore, the study utilized the survey-descriptive approach, whereas the study sample consisted of (316) female teacher of private schools. Indeed, the study conclude the following results: the availability degree of the organizational ambidexterity among the private schools' leaders in Taif city from the teachers' perspectives came in a high degree. the availability degree of exploiting ambidexterity among the private schools' leaders came higher than the exploring ambidexterity. No statistically significant differences between Means at the significance level of the teachers' responses regarding the availability degree of the organizational ambidexterity among private schools' leaders in Taif city attributed to (Academic qualification, numbers of courses, and years of experiences) variables.

The study of (Nicholson, 2016), aimed at measuring the relation between types of leaders in the educational institutions and their relation to the organizational ambidexterity. In addition, the study utilized the correlation-descriptive-approach, whereas the study population consisted of employees in Bristol academies, thus, a stratified random sample was chosen, consisted of (105) employee in the academies. Consequently, to achieve the study goal, a questionnaire was developed as a toll to collect the required data, and the results concluded to the presence of a correlation relation between the leadership type and organizational ambidexterity.

The study of (Chandresekaran, 2009), indicated to the concept of organizational ambidexterity, and which level institutions can be innovative in utilizing techniques. Moreover, this study was conducted in University of Minnesota, and utilized the

questionnaire to collect data, that were distributed upon a sample consisted of (266) managers who were chosen among the Heads and Deans of the university faculties. Accordingly, the study concluded the following: the high-developed-techniques- institutions, which follow up the improvement strategies, are considered innovative ones. the presence of a positive relation between organizational ambidexterity and rising the performance degree.

Characteristics of Organizational Ambidexterity

1. **Realization:** Ability to perceive opportunities and threats, that require conducting the external environmental survey, searching, and exploring, which helps to perceive good opportunities based on balance between centralization and decentralization control.
2. **Exploitation:** It is the ability of taking advantage of new opportunities, because with the absence of realization, no opportunities can be exploited. Hence, taking advantage of opportunities represents the implementation of suitable strategies that lead to strategic work under assured conditions.
3. **Reform:** The institution growth represents in the ability of reunite and reform organizational structures, as well forming resources. Hence, this task is huge and requires high-qualified-resources in the following parts (Bodwell & Chermack, 2010):

Entries of Organizational Ambidexterity:

(Huang, 2010), determined that the main entries of studying organizational ambidexterity, represented in the following:

1. **An Entry to Organizational Design:** The organizational structures demonstrate that relations related to the organizational resources according to what the administration has employed, thus, these relations are demonstrated throughout the organizational plan (Mahmoud, 2011).
2. **An Entry to Social Context:** Contextual suggestions that assist in achieving ambidexterity, are exchanged within the organization, while the structural approaches separate the exploitation and exploration activities. Nevertheless, the leaders had to create a decentralized climate, that allows employees to make their decisions in terms of investing their time and effort in exploratory and exploitative activities, and includes contextual factors that affect the behavior through incentive systems, balanced discipline, and the cooperative or socialist vision seems confident, as being characteristics of this context (Zimmermann, Raisch & Birkinshaw, 2016).

Organizational Ambidexterity Dimensions

Exploration: The plan which leads to the introduction of new products in the market, and (Al-Obaidi, 2005) considers that it is the process of introducing a new product or improving a previous one, or introducing a modern design for a new productive process, or improving an active process in correspond with costumers' desires and needs.

Attracting new customers, adapting with the modern market requirements, and increasing the level of organization ability to be in market competition, which leads to the organization continuity and development, since the contemporary creativity does not consider a material form for a specific product, but also, finding new methods and ways to be introduced for customers.

Exploitation: It is exercised throughout the constant change, and enables to achieve the perfect positions and extreme efficiency, (Pai, 2007) indicated that good exploiting will reach the organization to develop its activities and business on the long term. In Addition,

(Miles & Darroch, 2006), emphasized that exploiting has no relation with the organization current strategy, but judging the opportunities outside the strategy considers necessary to achieve the organization goals.

Methodology

This part includes the study method, its population and sample, instrument used to collect data, validity and reliability, and statistical treatment.

Method:

This study is quantitative research that aims to determine the reality of educational administrative needs in light of the principles of organizational ingenuity among academic leaders in Jordanian universities. The quantitative method uses questionnaires to collect data from respondents, so it relied on the descriptive survey method in estimating those needs.

The study population

The study population consisted of all academic leaderships in the following universities: (The University of Jordan, Yarmouk University, and Tafila University) during the second academic year (2021/ 2022) numbering (217) academic leader; including (45) collage dean and (172) department head.

The study samples

The study sample consisted of (142) academic leaderships were chosen by simple random sampling, and table (1) clarifies the distribution of the sample according to its variables.

Table (1): *Distribution of the study sample according to its variables*

variables	Categories	Frequency	percent
gender	male	100	70.4
	female	42	29.6
	Total	142	100.0
Job Title	Collage Dean	34	23.9
	Department Head	108	76.1
	Total	142	100.0
Academic Position	Professor	35	24.7
	Associate Professor	47	33.1
	Assistant Professor	60	42.3
	Total	142	100.0
Years of Experience	Less than 5 years	34	24.0
	From 5 – 10 years	62	43.7
	More than 10 years	46	32.4
	Total	142	100.0

Table (1) shows that:

- For (gender), the highest category (male) by frequency (100) percentage (70.4%), but the lowest categories (female) by frequency (42) percentage (29.6%).
- For (Job Title), the highest category (Department Head) by frequency (108) percentage (76.1%), but the lowest categories (Collage Dean) by frequency (34) percentage (23.9%).
- For (Academic Position), the highest category (Assistant Professor) by frequency (60) percentage (42.3%), but the lowest categories (Professor) by frequency (35) percentage (24.7%).
- For (Years of Experience), the highest category (From 5 – 10 years) by frequency (62) percentage (43.7%), but the lowest categories (Less than 5 years) by frequency (34) percentage (24.0%).

The study instrument:

The questionnaire was adopted as a tool for data collection, and it was designed based on theoretical literature and studies related to the topic of the research, where the questionnaire consisted of (28) items that were divided into two domains: the need for optimal investment of opportunities, and the need to explore new opportunities (14) items for each domain.

Validity: In order to confirm the indications of the manifest validity of the study instrument in its initial form, then presenting it upon a group of experienced and qualified arbitrators; in order to judge the degree of correctness and clarity of the items linguistic structure, their suitability extent to measure what they were assigned for, and the extent to which scale and domain each item belongs to, and observations and suggestions of the arbitrators were taken into consideration and amending the questionnaire based on the consensus of the majority of arbitrators, thus, the questionnaire was produced in its final copy.

Reliability: In order to check the internal consistency coefficients of the study instrument; the reliability was extracted throughout applying the equation of the instrument reliability (Cronbach's alpha) upon the study domains, and table (2) shows that.

Table (2) (Cronbach's alpha) coefficients related to the study domains and the instrument as a whole

Domain	Items Number	Reliability Coefficient
The need for optimal investment of opportunities	14	0.92
The need to explore new opportunities	14	0.91
Instrument as a whole	28	0.94

Table (2) shows the results of extracting the (Cronbach's alpha) coefficients of the study instrument domains, whereas it ranged between (0.91-0.92), also, the (Cronbach's alpha) coefficient for the instrument as a whole reached (0.94), which is a high and acceptable consistency coefficient in order to apply this study.

Statistical Processing

To answer the study questions, the following statistical processors were utilized via the Statistical Package for the Social Sciences (SPSS) program: Frequencies and percentages of the personal variables for the study sample, also, the internal consistency coefficient (Cronbach's alpha) for all the study domains, Means and Standard Deviations for the answers

of the study sample about the study items and domains, total degree of the domains, results of (ANOVA) analysis to detect the differences according to the variables of the study individuals.

The Results and Discussion:

This part presents the findings of the study which aims to explore the Educational administrative needs in light of the principles of organizational ingenuity among academic leaders in Jordanian universities. Also, this chapter includes discussion and descriptive statistics for participants' answers on questionnaire items.

The first question: What are the Educational administrative needs in light of the principles of organizational ingenuity among academic leaders in Jordanian universities?

To answer this question, means and standard deviation for the Educational administrative needs in light of the principles of organizational ingenuity among academic leaders in Jordanian universities; tables below show that.

- The need for optimal investment of opportunities:

Table (2): Means and standard deviation for the need for optimal investment of opportunities domain (n= 142)

No	Items	Mean	St. Dev	Rank	degree
1	The need for new experiences, knowledge and skills for academic leaders in universities.	3.54	0.99	12	medium
2	The need to consult academic leaders to develop services.	3.81	1.04	6	high
3	The need for new skills in the field of dealing with others.	3.75	0.98	8	high
4	It is necessary for the administration to know educational methods and methods that are in line with future needs.	3.24	0.92	14	medium
5	Identifying the feedback on the performance of academic leaders working in Jordanian universities and taking it into consideration.	3.67	1.02	11	high
6	Seeing new methods of evaluating academic leaders at all levels according to their effectiveness and ability to accomplish educational work.	3.78	0.98	7	high
7	The need for the administration to be keen on increasing the use of technology in its educational services provided.	3.99	1.01	2	high
8	Importance Management encourages all ideas related to quality improvement from whatever source.	3.94	1.01	3	high
9	The need for the university administration to pay attention to holding conferences from time to time.	3.73	1.02	9	high

10	The need to develop the skills of individual academic leaders results in better results than following the team approach.	3.94	0.99	3	high
11	The need for the administration to adopt accurate criteria for selecting academic leaders in line with the needs of the educational service.	3.40	0.97	13	medium
12	The need for the administration to adopt training programs at all levels of academic leaders to raise their performance levels.	3.73	1.02	9	high
13	The need for management to continually spend money to invest in new opportunities for academic leaders.	3.86	0.98	5	high
14	I can communicate with management and dealers with them constantly.	4.04	0.96	1	high
Total Means		3.74	0.69	-	high

Table (2) shows that the highest means reached (4.04) out of (5) for items (14) “I can communicate with management and dealers with them constantly.” by high agreement degree, and the lowest means was (3.24) for items (4) “It is necessary for the administration to know educational methods and methods that are in line with future needs, “by medium agreement degree, and the total means reached (3.74) by high agreement degree. This may be due to the difficulty of investing opportunities in Jordanian universities due to the limited delegation and the method of structuring within universities. The study of (Chandrasekaran, 2009) refers to the statement of the concept of organizational ingenuity, and what level institutions can innovate in the use of technologies, the study concluded that institutions with advanced technologies that pursue improvement and innovation strategies are considered innovative institutions, and there is a positive relationship between organizational ingenuity and high performance.

The need to explore new opportunities:

Table (3): Means and standard deviation for the need to explore new opportunities domain (n= 142)

No	Items	Mean	St.Dev	Rank	degree
1	It is necessary for the administration to pay attention to providing academic leaders with new knowledge through training on new technological means of communication.	3.80	0.94	7	high
2	Enables university administration to use new technological means in a thoughtful manner.	3.35	0.95	13	medium
3	The need for the university administration to constantly prepare to meet the increased demand for unexpected services.	4.06	0.92	2	high
4	The administration's keenness to use the scientific method in developing its strategies.	4.01	0.92	3	high
5	The need for universities to enter new technological fields.	4.13	0.90	1	medium
6	Academic leaders can create original ideas that challenge traditional ideas.	3.75	0.98	9	high

7	The need for universities to constantly search for new technological ideas.	3.24	0.92	14	medium
8	The necessity for the university administration to possess great skills in planning to meet the needs of the future.	3.67	1.02	11	high
9	Ensure that universities attract highly skilled and experienced academic leaders.	3.78	0.98	8	high
10	The need for the university administration to modify the procedures and practices in light of the evaluation results.	3.99	1.01	4	high
11	The need for the administration to adopt methods that greatly help in attracting experienced academic leaders.	3.94	1.01	5	high
12	The necessity of identifying new ideas to provide new services through research and development.	3.73	1.02	10	high
13	The university should try out new services before offering them to the community.	3.94	0.99	5	high
14	The need for the university to constantly respond to changes in the environment.	3.40	0.97	12	medium
Total Means		3.77	0.68	-	High

Table (3) shows that the highest means reached (4.13) out of (5) for items (5) “The need for universities to enter new technological fields.” by high agreement degree, and the lowest means was (3.24) for items (7) “The need for universities to constantly search for new technological ideas, “by medium agreement degree, and the total means reached (3.77) by high agreement degree. This indicates a clear degree of training needs for academic leaders regarding, perhaps this is due to the university system, the inability to innovate and creativity, or the lack of opportunities for organizational ingenuity in Jordanian universities, the study of Nicholson (2016) indicated that there is a correlation between the leadership style and organizational proficiency.

The second question: Are there any statistically significant differences in the educational administrative needs in the light of the principles of organizational ingenuity among academic leaders in Jordanian universities due to the variables (Gender, Experience, Academic rank, Job position)?

To answer this question, (Two - Way- ANOVA) was applied to explore differences in the educational administrative needs in the light of the principles of organizational ingenuity among academic leaders in Jordanian universities according to the variables (Gender, Experience, Academic rank, Job position)); table (4) shows that.

Table (4): *the results of (ANOVA) to explore the difference according to the variables (Gender, Experience, Academic rank, Job position)*

	Type II Sum of Squares	df	Mean Square	"F" value	Sig
Gender	0.179	1	0.179	0.377	0.540
Experience	0.014	1	0.014	0.029	0.865
Academic rank	0.398	2	0.199	0.420	0.658
Job position	0.282	2	0.141	0.297	0.743
Error	64.042	135	0.474		
Corrected Total	65.352	141			

Table (4) shows there are no statistically significant differences in the educational administrative needs in the light of the principles of organizational ingenuity among academic leaders in Jordanian universities due to the variables (Gender, Experience, Academic rank, Job position).

This is due to the convergence of the views of the study sample members regarding administrative training needs related to organizational prowess, and the similarity of working conditions related to academic leaders in Jordanian universities, their equipment, capabilities and administrative structure, regardless of the personal variables of the study sample. Of course, educational needs are a set of weaknesses in the system, the goals of which need to be treated and strengthened by means of training programs in the form of other goals, these results agreed with the study of Al-Jami and Al-Harithi (2021), which showed that there were no statistically significant differences according to the demographic variables of the study sample members.

Recommendations

Through the results that have been reached, the study recommends the following:

- The need for the administration in Jordanian universities to increase the use of technology in their educational and administrative services.
- Work by the administration to follow the educational methods and methods that are in line with future needs.
- Working in Jordanian universities to enter new technological fields for training.
- Preparedness by Jordanian universities constantly to meet the growing demand for ideas and unexpected services.
- Observing the principles of organizational ingenuity during training academic leaders in Jordanian universities on administrative tasks
- Conducting extensive studies on organizational ingenuity and ways to develop it in Jordanian university departments

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