

Nexus of Authentic Leadership and Smart Organization Through Strategic Ambidexterity and Improvisational Capabilities: A Conceptual Model

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Abstract

Many studies across different eras have dealt with the topic of leadership and from different aspects, despite the large number of researches over time, management researchers have recently begun to define modern concepts of leadership, this study aims to review the theoretical literature on identifying Authentic Leadership “AL” represented by (Self-Awareness “SA”, Balanced Processing “BP”, Internalized Moral and Ethical Perspectives “IMEP” and Relational Transparency “RT”) and its impact on the Smart Organization “SO” represented by (Understanding the Environment “UE”, Continuous Learning “CL”, Resources Mobilization “RM”, and Finding Strategic Alternatives “FSA”) and to examine the Mediating role of Strategic Ambidexterity “SAM” and the moderating role of Improvisational Capabilities “IC”.

Keywords: authentic leadership, smart organization, strategic ambidexterity, improvisational capabilities

1. Introduction

The current era (the era of the third millennium) may be the era that will witness an unprecedented momentum of rapid developments and changes, and there is no doubt that any business organization, irrespective of its field of work, is certainly exposed to these developments and changes. In light of the tremendous technological progress, and massive revolution in telecommunications, and information technology, business organizations strive hard in exerting their best efforts to cope with the corresponding changes and to follow up on the latest developments. Al-Najjar (2015) states that there are multiple factors that cast a shadow over business organizations and force them to keep pace with the change in everything around them. Technology is accelerating remarkably, the surrounding environment is witnessing fierce competition, and the age in which products were characterized by long life cycles is over. Al-Ukosh (2020) considers that organizations are originally smart entities because they are run by the minds that operate all the resources of the organization and therefore the organization that fails to extrapolate its environment and to sense changes in its external environment and that lacks the ability to adapt to these changes are expected to make many serious mistakes thus it is prone to collapse and to backwardness. The SO aims at attaining the balance between what exists in terms of processes, resources and competencies and what it seizes in terms of opportunities in the surrounding environment. This is called Strategic Ambidexterity “SAM”, which is represented in exploiting the existing resources and potentials, exploring new opportunities and creating a state of balance between the two.

Without a positive leadership that is characterized by credibility, transparency and authenticity and that believes in the potential of the resources in the organization and seeks to develop them, it might be very difficult for the organization to achieve the success it seeks for. In the midst of the rapid developments witnessed by business organizations in addition to the uncertainty they face, it is no longer acceptable at all to rely and resort to traditional planning tools in the organizations’ dealing with such unexpected events; thus the role of IC might be activated by the leaders of the SO skillfully and ably, so that spontaneity and speed of response based on experience and knowledge are distinguishing the action to be taken because time does not wait, especially in telecommunications’ environment that is characterized by big complexity, high dynamism and continuous changes (Al-Bashqali & Sultan, 2021). Accordingly, this study suggests an integrated conceptual model for the impact of the AL on SO in light of the presence of SAM as a mediating variable in addition to the existence of IC

as a moderating variable and finally the study draws conclusions and indicates directions for future research.

2. Previous Studies

The study of Al-Bashqali and Sultan (2021) aims to identify the role of strategic improvisation in achieving strategic sovereignty; while the study of Alshrafi and Al Shobaki (2020), which was applied on a sample of (45) administrative positions in Paltel has concluded that: there exists a strong relationship between the leadership of the organization and the realization of the characteristics of smart organization; the study of Qandil et al. (2020) aims to analyze the role of smart organization characteristics in promoting entrepreneurial alertness in Asia-Cell for mobile communication; the study of Al-Abadi et al. (2020) aims to analyzing the nature of the relationship between strategic improvisation and organizational excellence at the University of Kufa; the study of Sweis and Abdeen (2019) aims to identify the role of business intelligence systems in building organizational ambidexterity in Palestinian banks; the study of Ali and Zidan (2019) aims to determine the extent of the linkage and influence of the authentic leadership in re-engineering business processes; the study of Wang et al. (2020), which was applied on a sample of (500) employees of a communications enterprise in China has concluded that: Authentic leadership significantly and negatively affects job insecurity; the study of Dranev et al. (2020) aims at studying the impact of organizational ambidexterity at organizational performance at energy and pharma companies; the study of e Cunhaa et al. (2020) aims to present a holistic analysis of improvisation in HRM by elaborating six HRM domains of action with the potential to enhance strategic agility; the study of Ciftci and Erkanli (2020) aims at determining the relationship between the authentic leadership and employees' work engagement and the mediating role of the psychological capital (PsyCap) on this relationship; the study of Gürler and Sağsan (2019) aims to determine the features of smart organizations based on the green innovation strategy; the study of Tsai and Ren (2019) aims to investigate the antecedents of the strategic ambidexterity of small and medium-sized enterprises (SMEs).

3. Authentic Leadership

3.1 Introduction to Authentic Leadership Theory

Batra (2020) indicates that AL is composed of the "Authentic" concept which describes the "how one is true to his spirit" and "Leadership"; now, the combination explains how leaders are capable to display their conducts and actions commensurate with their own values, ideas and beliefs. Mahmoud and Samuel (2020) consider Shakespeare's "To Thine Own Self, Be True" to be the root of the concept of Authenticity. Okmen et al. (2018) explain that Authenticity does not entail at any rate satisfying others, assisting people for the sake of getting incentives or avoiding transactions rather than doing things collaboratively in complete synchronization between all stakeholders' values, desires and needs. Authenticity can be interpreted by briefly stating that: either seem as you are or be as you seem. Wang et al. (2020) declare that Leadership is an important factor that highly impacts the work environment, and that AL is a new leadership theory which is based on the positive organizational psychology.

3.2 What Is Authentic Leadership?

AL is defined as a leadership behavior which promotes the ethical side, focuses on the psychological capabilities of subordinates, strengthens the transparent relations between the leader and the subordinates, and finally enhances the process of positive self-development (Ali & Zidan, 2019). Campos and Rueda (2020) define AL as a leadership style by which leaders impact their employees ethically and by which they behave in line with their positive own values.

Based on the above, the researchers conclude that AL is of great importance in the business organizations due to the comfortable climate it creates in the organizations. The Authentic Leader behaves naturally with collective positivity that entails propagating enthusiasm, collaboration, optimism, originality, support and even more. The researchers believe that AL is all the positive traits and more of the leadership theories in one leadership style.

3.3 Dimensions of Authentic Leadership

A. Self-Awareness:

It is the ability of the leader to explain understanding of others about his/her own values, thoughts, beliefs, strengths, weaknesses and how these might impact others positively or negatively (Campos & Rueda, 2020).

The researchers state that SA is the full awareness of the leader about himself in terms of being fully confident in his/her own strengths and weaknesses which is reflected on the way he/she is dealing with others in terms of acceptance for all the feedbacks whether positive or negative.

B. Balanced Processing:

This means exploring the different views about the subject at hand before taking the decision. This process has to be built on deep analysis and manipulation of the available information without being biased towards any direction. The fair manipulation of the information provides a healthy environment that encourages employees for better achievements. Respecting the views of others generates a healthy-work environment too because the employees' acceptance of the decision in which they participated to formulate will be easier and quicker and thus the employee will feel that he/she is a main part of the decision-making process in the organization he/she belongs to, so he/she will be more loyal (Al-Hajjar, 2017).

The researchers declare that BP is the systematic process of professional analysis of the data before taking a decision. This means that no random, and moody decisions are made.

C. Internalized Moral and Ethical Perspectives:

IMEP covers the behaviour of leaders pursuant to their internal specific values and standards and the transformation of their internal intentions into actions irrespective of the external and internal pressures and influences and then taking the proper decisions that match the organization's values (Ismail, 2015).

The researchers consider IMEP reflects the full independency of the leaders' decisions and behaviours of the external influences and forces that conflict with their own authentic and ethical beliefs and values.

D. Relational Transparency:

This dimension refers to the extent of the leaders' ability to communicate clearly and honestly with others; it identifies also the leaders' full acceptance of criticism of others related to their decisions (Al-Mansi, 2020). Ismail (2015) explains that this dimension indicates the clear declaration of the original motives of the leader, which include his/her clear positive and negative expressions that are conveyed to the others. Through transparency with subordinates, the leader instills the optimism and hope among them and stresses on an important fact, that is the full alignment between his/her actions and words; thus he/she is considered a model to be followed and imitated.

The researchers define RT as the basis of the AL leadership traits. This encompasses high-level of transparency in information conveyance and sharing according to a well-designed system of ethical behaviours.

4. Smart Organization

4.1 Definitions of Smart Organizations

Abu Al-Nasr (2009) defines the SO as the one that is capable of achieving the requested objectives efficiently and effectively knowing that doing things right is the effectiveness and doing the right things is the efficiency so the Excellence is the result of multiplication of effectiveness by efficiency where Effectiveness simply means achieving the objectives while efficiency means optimally utilizing the resources, reducing costs and minimizing the time. Pharaon et al. (2016) provide the following definition for the SO: it is the organization that makes strategic decisions and that those decisions produce the best opportunities by acting intelligently in a way that brings the organization a competitive advantage and a great value. The SO is distinguished by producing products, which excels over those of its competitors and at prices that contribute to achieving value for the organization.

Thus, the researchers conclude that SO is the one that relies on smart people who take smart decisions while facing the turbulent environment. The SO is characterized by its ability to work efficiently and effectively, create and share knowledge between its employees and adapt to the external changes professionally.

4.2 Dimensions of Smart Organizations

A. Understanding the Environment

Al-Zoubi and Al-Qaid (2018) define UE by the ability of the organization to respond to the changes that occur at the business environment and to activate the intelligent system that it has and to construct a database for the purposes of conducting the needed analysis so as to achieve customer satisfaction. This is from one side; from the second side, different means by which the SO can Understand the Environment are identified as follows:

- Understanding the Uncertainties: this refers to the full understanding of the individuals inside the organization for the different expected risk cases and the proper ways to handle them professionally.
- Strategic Perspective: this means the assessment of the current position of the organization by realizing the business environment and hence the ability of the organization to take the important strategic decisions related to its understanding of the external environment.

- **Systematic Thinking:** it means understanding the interdependence, complexity and being aware of the feedback in system development.

The researchers conclude that UE is how much the organization is able and capable to sense, understand and handle the environmental factors in a way that enables the organization to exploit its current capabilities and explore the new opportunities smartly.

B. Continuous Learning

CL about how to create value for the organization in all departments and levels of the organization emerges from the change that contributes to the establishment of organizational intelligence in the organization's endeavor to face changes in everything in the world including: technology, competitive foundations, demographic structures... etc. (Khalil & Hassan, 2019).

The researchers state that CL refers to the interest and keenness of the organization to deploy the learning within its different organizational units for all its employees and to monitor the process of knowledge sharing as well. Facing the quick technological evolutions would not be possible without adopting continuous learning as a way of life in organizations.

C. Resources Mobilization

Abboudi and Al-Maadidi (2019) identify that resources refer to tangible resources and intangible resources, which are important strategic assets for the SO. It is worth noting that RM leads to the organization achieving its goal in facing an environment characterized by turmoil and dynamism.

The researchers conclude that RM is an essential and vital process the organization applies aiming at achieving its goals. These resources whether tangible or intangible form the valuable assets that the organization possesses and thus it should utilize them the proper way for the sake of achieving its goals.

D. Finding Strategic Alternatives

Al-Sharafi (2020) states that the SO provides and creates a set of new vital alternatives and options and continuously evaluates them and accordingly takes the most appropriate decision.

The researchers conclude that any organization that strives to success should make its exercise of business well by creating different alternatives without limiting its options to just one. The dynamism of business environment imposes FSA that enable the organization to face the different possible situations then it can choose between these options what suits it best.

5. Strategic Ambidexterity

5.1 Introducing the Concept of Ambidexterity

The origin of the word Ambidexterity is Latin. It means using both hands equally and easily with equal skill. In this concept, it's used on the basis that skilled organizations are trying to reach a balance between the optimal exploitation of opportunities and the search for new opportunities. Organizational Ambidexterity has emerged in the fields of organizational management and knowledge management. This implies that SAM is able to capitalize on existing knowledge and exploring new knowledge (Al-Baghdadi & Al-Jobouri, 2015). Abu Zaid (2019) emphasizes this understanding by stating that, since its inception in 1976, Organizational Ambidexterity has occupied a great position in the administrative library by focusing on creating a balance between exploiting and employing the current capabilities of the organization and exploring new capabilities that are compatible with the changing business environment to achieve efficiency and effectiveness. Kosasih et al. (2020) highlight that Ambidexterity is a new emerging topic in management through the past 17 years. The substance of organizational ambidexterity is all about how much the organization is capable to enhance the precocity of its current business and simultaneously to search for new competitive advantages by targeting new eras.

The researchers could notice the contradiction between the researchers regarding the inception of SAM; notwithstanding, this issue does not harm the spirit of the current study because the aim is to introduce the concept and the corresponding details rather than listing historical details.

5.2 Dimensions of Strategic Ambidexterity

- **Exploiting Opportunities' Strategy:**

According to Kar'awy (2016), the ways of exploiting opportunities encompass the following: increasing the penetration rate by increasing the current sales in the current markets, adopting the product development strategy through promoting the existing products in the existing markets, adopting the market development strategy through promoting the existing products in new markets, diversification strategy through introducing new

products to the customers, and applying vertical integration strategy.

The researchers declare that even the description of exploiting strategies is theoretically easily-stated as the capitalizing on the existing products, capabilities, resources... etc. but it is still very difficult in practice. We are repeating many times that the markets witness very big competition and changes thus this situation adds additional headache and burden on the organizations while building on their existing capabilities and resources so making their mission much more difficult.

- Exploring Opportunities' Strategy:

Also, Koryaka et al. (2018) raise the question whether it is better to focus on exploration only or on exploitation only. As Ambidexterity refers to the ability of the organization to manage current demands and perform adaptability to the changes in the environment and as the exploration and exploitation of the Ambidexterity do form a paradoxical relationship because each one of the two has its own requirements in terms of structures, processes, procedures, resources and competencies thus this Ambidexterity is simply about achieving the performance at the organizational level in the short-term and long-term. The strategy of exploring opportunities depends, as Al-Ibrahimi (2019) declares, on researching and investigating new opportunities and on the ability to adapt to changes in the market in addition to the development of new strategies that are flexible and different from the current strategies.

The researchers state that explorative strategies require great efforts from the organization to deeply understand the surrounding environment so as to seize the possible opportunities that assist the organization in achieving a competitive advantage over other competitors and in achieving sustainability as well.

6. Improvisational Capabilities

6.1 Introducing the Concept of Improvisational Theory

The original root of improvisation is "proviso" which means doing something deliberately or making a condition beforehand to provide something in advance. By adding the "im" prefix, it becomes improvise which takes the opposite meaning of proviso. Thus, improvisation deletes the aforementioned prior condition of providing something in advance so it works with the unexpected or the unforeseen (Weick, 1998). Süße (2015) states that the concept of IC has been increasingly highlighted and given a rational focus as a new promising technique for learning and adaptability with the dynamic market changes and the altering customers' demands.

6.2 What is "Improvisational Capabilities"?

IC refer to the ability of the organization to spontaneously reconfigure and allocate its different resources to deal and cope in an agile and flexible manner with the dynamism, complexity and uncertainty of the unpredictable environment in its attempt to leverage its performance (Tseng et al., 2015). Pavlou and El Sawy (2010) believe that IC are not by nature good or bad. From one side, they can be viewed as an admission of planning failure and from the second side, they can be seen positive as they represent the response or reaction to the environmental surprises or the novel production and this represents one of the examples where IC can be needed. Another example is related to the occurrence of IC as a result of having a deliberate decision to precede the official planning. In this regard, the issue of planning absence should be highlighted by stating that the planning absence not necessarily yields to bad results; on contrary, IC intentionally chosen so as to get rid of the long process required by planning and the high cost incurred.

7. Development of Hypotheses and Conceptual Model

This section attempts to investigate the relationships between the variables examined by the current study pursuant to how the researchers had dealt with in their previous studies. This is on the one hand; and on the other hand, this part of the study explores and sheds the light indirectly on the extent of closeness of those relations that had been tackled and studied in the previous researches to the ones that the current study deals with knowing that there is a lack of researches that have covered the relationships between these variables and this is considered an advantage of this study over previous studies in that there were no previous studies that directly linked the variables dealt with in this study, except for the studies obtained by the researcher within the limits of his knowledge.

This study aims at investigating the relationship between the AL's sub-dimensions and SO by emphasizing the mediating impact of the SAM on this relationship and by highlighting also the moderating impact of IC on this relationship-as well. This section presents the hypotheses development and conceptual model.

7.1 AL and SO

Qarmash and Al Najjar (2020) have highlighted a statistically significant impact of the strategic leadership with

its combined dimensions in achieving the smart organization with its combined dimensions in the Palestinian Cellular Communications Company “Jawwal”. This goes in line with the findings of Alshrafi and Al Shobaki (2020) who asserted the significant relation between Leadership and Smart Organization and significant effect of leadership in smart organization in Palestine telecommunications Company (Paltel). In the same context, Al-Akash (2018) has shown the pivotal role of leadership on smart organization where the results showed a direct correlation relationship with statistical significance between leadership and building the smart organization in the Arab and foreign hospitals under study as the researcher concluded that the searched hospitals should work on deploying the capabilities of their leaders and directing them to establish a smart hospital. Similarly, Salimi et al. (2019) concluded the existence of a clear significant relationship between managers and organizational intelligence because the intelligent employees-with their distinguished agility and capabilities-of the intelligent organization are ready and willing to exert the utmost efforts to determine and seize the opportunities and this in turn impacts the organizational intelligence. Thus, the previous researches that have examined the relationship between Leadership and Smart Organization highlight that whenever the organization is concerned with exploiting the skills and capabilities of managers/leaders who often challenge the employees’ ideas and insights, pressure them and push them to seek for solutions and not to intervene others’ affairs, this in turn increases the chances of the organization switching to a smart organization. On the other side, Al-hawajreh (2018) has affirmed the presence of moderate-level perceptions of top-level leaders of the Governmental Jordanian Universities of the capabilities of business intelligence. According to the research, these leaders do not possess the clear high-level understanding of the vision and goal of the business intelligence. This lack of adequate understanding prevented the leaders from practicing business intelligence in the day-to-day activities within the different departments and organizational units inside the researched universities while Kulkarni et al. (2017) have come to the conclusion that senior-level management championship has an indirect impact on developing the business intelligence of the organization via various ways. The results of the research present contributory thoughts for managers and leaders of the organization to strengthen the user participation decision-making process as a result of concentrating on business intelligence adoption in the organization.

Based on the aforementioned discussion, the researchers can suggest the following proposition:

The First Main Hypothesis: H_{01} : Authentic Leadership represented by (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) positively affects Smart Organization with its combined dimensions (Understanding the Environment, Continuous Learning, Resources Mobilization, and Finding Strategic Alternatives).

The sub-hypotheses of the first main hypothesis are:

- H_{01-1} : Authentic Leadership positively affects Understanding the Environment.
- H_{01-2} : Authentic Leadership positively affects Continuous Learning.
- H_{01-3} : Authentic Leadership positively affects Resources Mobilization.
- H_{01-4} : Authentic Leadership positively affects Finding Strategic Alternatives.

7.2 AL and SAM

Kosasih et al. (2020) declare that Authentic Followership impacts directly and significantly the ambidextrous organization. The researchers state that Authentic Followership strengthens the organization’s capabilities because Authentic Followership plays an imperative role in constituting ambidexterity within the organization. Similarly, the findings of an applied study which was conducted by El-Sherbiny (2020) indicate—through statistical analysis—that there is a significant correlation between the dimensions of ethical leadership and organizational ambidexterity. The results also found a significant effect of ethical leadership with its dimensions (justice, clarity of the role, empowerment) on exploitation, as well as on exploration.

Thus, the previous researches determine that Leadership is the most determinant of being ambidextrous. The researches stress on an important issue when these researchers link between the necessity for the Leadership to be tightly involved in fully understanding the business styles and behavior practices. Thus, the researchers link between the leadership and exploitative actions represented in cutting costs and between the leadership and explorative actions represented in entrepreneurial strategies. This again highlights the direct impact of leadership on ambidexterity in business organizations.

In contrast, Scheepers and Storm (2019) tried to identify the relation between Authentic Leadership and Ambidexterity by highlighting that Ambidexterity is triggered by leadership as the way leaders behave determines the followers’ behavior. In this regard, the different types of leadership are interrelated to the Ambidexterity; transformational leadership which conveys inspiration among the followers is the best suited for

leading to explorative or radical innovation while transactional leadership leads to exploitative innovation. This is simply because transactional leadership concentrates on reward. Following this sequential order, then the specific logical type of leadership that encourages and provides the support for the integration of both types of innovation concurrently is Authentic Leadership. As for the relationship between Authentic Leadership specifically and Strategic Ambidexterity, the results of this research show that there exists a significant small positive relationship between Authentic Leadership and Ambidexterity. This is interpreted, according to the researchers, relying on the fact that Authentic Leadership is not necessarily transformational where subordinates are motivated and enthused or inspired to detect and explore the borders. In order to clarify why Authentic Leadership represents a percentage of Ambidexterity, it is imperative to refer to the necessity of including other leadership styles. In this regards, Freij and Olsson (2014) published a study of the public sector based on which the researchers tried to measure the relationship between three different leadership styles, one of which is Authentic Leadership, and organizational ambidexterity. Due to the respondent's inability to distinguish between the different leadership styles as covariance does exist between these different styles and as the respondents could not detect the variations between the corresponding statements of the survey, the researchers could not conclude about the relations between all the leadership styles—of course Authentic Leadership is one of these as well—and organizational ambidexterity. The researchers assumed a negative impact or relationship between the leadership styles and the Organizational Ambidexterity in their hypotheses. But excluding the invalidity problem of the survey, the researchers believe that leadership styles, one of which is Authentic Leadership, will have a positive significant relationship on organizational ambidexterity. This is because leaders will efficiently and properly work on resources' allocation to conduct the needed explorative and exploitative activities. Again, the misunderstanding of the differences of the various leadership styles' traits made it difficult for respondents and for the researchers about the relations between the leadership styles and ambidexterity.

Accordingly, the researchers can formulate the following proposition:

The Second Main Hypothesis: H₀₂: Authentic Leadership represented by (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) positively affects Strategic Ambidexterity.

7.3 SO and SAM

Sweis and Abdeen (2019) revealed the existence of a direct relationship between the components of business intelligence systems and building Organizational Ambidexterity. The researchers found a positive impact for the following two dimensions of the aforementioned business intelligence systems, which are “data collection and analysis, decision-making and support for the competitive position” on Organizational Ambidexterity, while the significance of the rest of the dimensions, which are work analysis and business performance management, has not been proven; that is, it does not affect Organizational Ambidexterity. Based on the results of statistical analysis, the research indicated that there is a correlation between business intelligence systems and Organizational Ambidexterity.

Thus, the previous research declares that the greater the interest in implementing business intelligence systems and taking appropriate decisions, this may lead to achieving the organizational ambidexterity. The researchers think that this is evident because ambidextrous organizations adopt simultaneously the strategies of exploitative and explorative and these require high levels of modern tools and well-established processes which are characterizing business intelligence.

Therefore, this study has developed the following hypothesis to explore the relationship between SAM and SO:

The Third Main Hypothesis: H₀₃: Strategic Ambidexterity positively affects Smart Organization.

Yet based on the above Second and Third Main Hypotheses, the current study can build the Fourth Hypothesis that emphasizes the mediating impact of SAM as follows:

The Fourth Main Hypothesis: H₀₄: Authentic Leadership represented by (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) positively affects Smart Organization through Strategic Ambidexterity.

7.4 AL and IC

Buras and Kulhan (2020) make the relation between Authentic Leadership and Improvisational Capabilities as clear as follows: Trust and good communications skills encourage spontaneity which provides the rich environment for one to develop and freely create and share ideas. As trust and good communications skills are the basis of Authentic Leadership, spontaneity is the core heart of improvisation which intentionally entails activities without previous planning. In other words, the research links clearly between leadership traits and

improvisation and shows the full compatibility of the strategies of improvisation and the skills of leadership represented by adaptability, communications skills, empathy and trust. Also, it points out that improvisation entails speedy, quick to respond to the change, team work, trust, and wisdom in reacting to the crises and risk-taking and on top the spontaneity while Ladd (2016) explores the relationship between the two dynamic capabilities which are: openness and conscientiousness with improvisation. The results show that: there is a positive significant relationship between openness and improvisation which is consistent to what the researchers have hypothesized. This supports the idea that improvisation encourages and paves the way for the formulation of accessing new ideas. While with regard to the conscientiousness, there is a negative significant relationship between conscientiousness and improvisation and this is also aligned to what the researchers have hypothesized.

Thus, the previous researches that have studied the relationship between Authentic Leadership and Improvisational Capabilities stress on the focal role improvisation plays in facilitating and establishing the trust through inspiring authentic involvement in business environment by fostering the capabilities of adaptation and timely quick response to the changes' occurrence.

Thus, the current study can propose the following fifth Hypothesis:

The Fifth Main Hypothesis: H_{05} : Authentic Leadership represented by (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) positively affects Smart Organization moderating by Improvisational Capabilities.

8. Model of the Study

The conceptual model presented in Figure 1 indicates the study model, and it clarifies the potential relationship between the AL and SO which includes the model's variables and the dimensions of each variable, in addition to the references that have been relied upon. More specifically, this model conceptualized the impact of AL dimensions (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives and Relational Transparency) on SO (namely, Understanding the Environment, Continuous Learning, Resources Mobilization, and Finding Strategic Alternatives). In addition, the model proposes the mediating role of SAM in the relationship between the AL and SO. Moreover, the model proposes also the moderating role of IC in the relationship between the AL and SO.

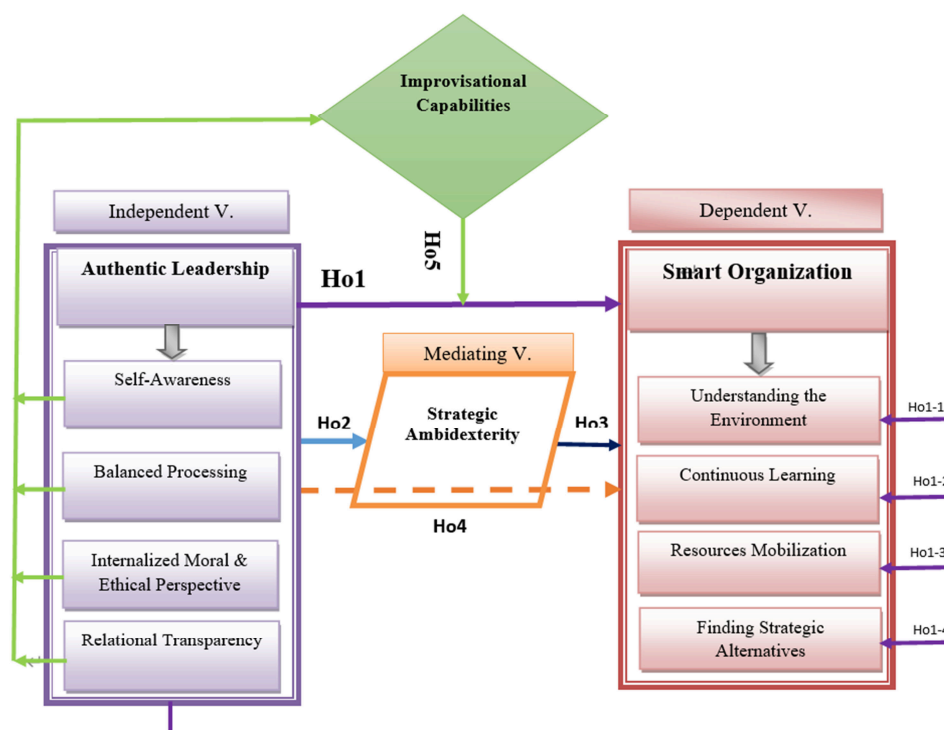


Figure 1. The model of the study

Source: developed by the researchers based on the following sources.

- **The independent variable:** The researchers have relied on the following references: (Otaghsara & Hamzehzadeh, 2017; Wang et al., 2020; Ciftci & Erkanli, 2020; Maximo et al., 2019; Khattak et al., 2019; Scheepers & Storm, 2019).

- **The dependent variable:** The researchers have relied on the following references: (Al-Baghdadi & Al-Jobouri, 2015; Alabadi et al., 2018; Abu Zaid, 2019; GÜREL & TAT, 2017; Lapersonne et al., 2015; Musigire et al., 2017; Kar'awy, 2016; Voss & Voss, 2013; Popadiuk et al., 2018; Kusumastuti, 2018; Alänge & Steiber, 2018; Al-Najjar, 2015; Abu Zaid, 2019; Dranev et al., 2020; Tsai & Ren, 2019; Koryaka et al., 2018; Tempelaar & Rosenkranz, 2019; Affum-Osei et al., 2020).

- **The mediating variable:** The researchers have relied on the following references: (Abu Al-Nasr, 2009; Khaddam et al., 2020; CÄLIN et al., 2015; Al-Zoubi & Al-Qaid, 2018; Ciftci & Erkanli, 2020; Abboudi & Al-Maadidi, 2019; Gürler & Sağsan, 2019).

- **The moderating variable:** The researchers have relied on the following references: (Vera & Crossan, 2005; Pavlou & El Sawy, 2010; e Cunha et al., 2020; Hains-Wesson et al., 2017; XUE & SUN, 2019; Ladd, 2016).

9. Findings and Discussion

1) Authentic Leadership with its dimensions positively impact the Smart Organization with its combined dimensions:

This finding is consistent with the study of Qarmash and Al Najjar (2020) who have highlighted a statistically significant impact of the strategic leadership with its combined dimensions in achieving the smart organization with its combined dimensions in the Palestinian Cellular Communications Company "Jawwal". Also the study of Alshrafi and Al Shobaki (2020) which asserted the significant relation between Leadership and Smart Organization and significant effect of leadership in smart organization in Palestine telecommunications Company (Paltel). In the same context, Al-Akash (2018) has shown the pivotal role of leadership on smart organization where the results showed a direct correlation relationship with statistical significance between leadership and building the smart organization in the Arab and foreign hospitals under study as the researcher concluded that the searched hospitals should work on deploying the capabilities of their leaders and directing them to establish a smart hospital. Similarly, Salimi et al. (2019) concluded the existence of a clear significant relationship between managers and organizational intelligence because the intelligent employees-with their distinguished agility capabilities- of the intelligent organization are ready and willing to exert the utmost efforts to determine and seize the opportunities and this in turn impacts the organizational intelligence.

On the other hand, this finding of this study differs with the study of Al-hawajreh (2018) who has affirmed the presence of moderate-level perceptions of top-level leaders of the Governmental Jordanian Universities of the capabilities of business intelligence. This is because these leaders do not possess the clear high-level understanding of the vision and goal of the business intelligence. This lack of adequate understanding prevented the leaders from practicing business intelligence in the day-to-day activities within the different departments and organizational units inside the researched universities. Furthermore, the results of the study of Kulkarni et al. (2017) have shown that senior-level management championship has an indirect impact on developing the business intelligence of the organization via various ways. The results of the study present contributory thoughts for managers and leaders of the organization to strengthen the user participation decision-making process as a result of concentrating on business intelligence adoption in the organization.

2) Authentic Leadership with its dimensions positively impact the Strategic Ambidexterity:

This finding is consistent with the finding of the study of Kosasih et al. (2020) which indicates that Authentic Followership impacts directly and significantly the ambidextrous organization. It is stated that Authentic Followership strengthens the organization's capabilities because Authentic Followership plays an imperative role in constituting ambidexterity within the organization. Similarly, this finding of this study goes in line with the findings of an applied study, which was conducted by El-Sherbiny (2020) which indicate- through statistical analysis- that there is a significant correlation between the dimensions of ethical leadership and organizational ambidexterity. In addition, the findings also declare a significant effect of ethical leadership on exploitation, as well as on exploration. On the other hand, this finding is completely inconsistent with the study of Freij and Olsson (2014) which tried to measure the relationship between three different leadership styles, one of which is Authentic Leadership, and Organizational Ambidexterity. The results of this study indicated a negative impact or relationship between the leadership styles and the organizational ambidexterity. This is due to the respondents' inability to distinguish between the different leadership styles as the respondents could not detect the variations between the corresponding statements of the survey, the researchers could not conclude about the relations

between all the leadership styles—of course Authentic Leadership is one of these as well—and Organizational Ambidexterity.

Additionally, this finding of this study is not completely consistent with the results of the study of Scheepers and Storm (2019) which showed that there exists a significant small positive relationship between Authentic Leadership and Ambidexterity. The justification of this small positive relationship of the study can be explained as follows: this study indicates that Authentic Leadership is not necessarily transformational where subordinates are motivated and enthused or inspired to detect and explore the borders and thus in order to clarify why Authentic Leadership represents a percentage of Ambidexterity, it is imperative to refer to the necessity of including other leadership styles.

3) Strategic Ambidexterity positively impacts the Smart Organization:

This finding is in line with the finding of the study of Sweis and Abdeen (2019) which revealed the existence of a direct relationship between the components of business intelligence systems and building Organizational Ambidexterity. Based on the results of statistical analysis, the study indicated that there is a correlation between business intelligence systems and Organizational Ambidexterity. Thus, the greater the interest in implementing business intelligence systems and taking appropriate decisions, this may lead to achieving the organizational ambidexterity.

4) Authentic Leadership with its dimensions positively impact the Smart Organization, moderating by Improvisational Capabilities:

This finding of this study is consistent with the study of Buras and Kulhan (2020) that shows the full compatibility of the strategies of improvisation and the skills of leadership. Also, it points out that improvisation entails speedy, quick to respond to the change, team work, trust, and wisdom in reacting to the crises and risk-taking and on top the spontaneity. Also it is consistent with the study of Ladd (2016) which explores the relationship between the two dynamic capabilities of openness and conscientiousness with improvisation. The results show that: there is a positive significant relationship between openness and improvisation, which is consistent to what the study has hypothesized. This supports the idea that improvisation encourages and paves the way for the formulation of accessing new ideas. While with regard to the conscientiousness, there is a negative significant relationship between conscientiousness and improvisation and this is aligned to what the researchers have hypothesized.

10. Future Studies

- 1) The researchers suggest that interested researchers can conduct the same study on Governmental sector.
- 2) The researchers suggest that interested researchers can conduct a study that measures the impact of Improvisational Capabilities on innovation in the telecom sector, for example.
- 3) The researchers suggest that interested researchers can conduct the same study on non-for-profit organizations.
- 4) The researchers suggest that interested researchers can conduct the same study by using a different moderating variable rather than the Improvisational Capabilities.

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