

Intermediary Role of Team Innovation in Enhancing the Impact of the Ambidextrous Leadership on the Quality Performance Field Research in Midland Refineries Company/Dora Refinery

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Abstract: The problem of research is the weakness of compatibility between the behaviors of open and closed leadership to reach innovative ideas that raise the quality of organizational performance in the company refineries center/refinery Dora. Therefore, the researcher aims at finding out the intermediate role of the team's innovation in enhancing the influence of the ambidextrous leadership in the quality of organizational performance in the company of the central refineries/refinery of the course. In order to achieve the research objective (795) of the employees working within the administrative competencies. The questionnaire was distributed to a sample of (259) so that, the number of final forms valid for the analysis was 247 respondents and supported by quantitative data and living together Yeh and observation and adopted the research program (SPSS V.25) and methods of descriptive statistics to test hypotheses, the research found a number of results that directly showed the effect of ambidextrous leadership in the quality of performance and the increase of their value through intermediate team innovation.

INTRODUCTION

The current research idea is to combine the concept of ambidextrous leadership with the quality of performance and innovation of the team which is one of the important topics in the administrative and strategic field. In the recent era, researchers have begun to focus on the top of the organizational hierarchy of business leaders represented by senior leaders as one of the determinants of the success of business organizations.

Based on this, it is possible to achieve the objectives of the current research by reviewing the variables dealt with in the research, the research consisted of five main

chapters, the first chapter devoted to the methodology of research and to review some of the previous studies related to the current research topic, the first topic is to present the scientific methodology of research while the second topic is devoted to reviewing the research efforts. The second chapter deals with the theoretical framework and the formulation of the philosophical frameworks of the research variables. This is done in three fields. The first topic deals with conceptual approach to ambidextrous leadership while the second focuses on the quality of organizational performance. The third chapter consisted of four main topics the first topic dealt with the testing and analysis of the correlation hypothesis between the

main research variables. The second topic dealt with the testing and analysis of the hypotheses of influence between the main search variables. The third topic was to analyze direct and indirect relationships between the variables of the research (path analysis). Finally, the fifth chapter of the main conclusions, recommendations. The research reached a number of conclusions, the most important of which: ambidextrous leadership directly influences the quality of organizational performance and increases this influence when intermediate team innovation.

Research problem: The Middle Refineries Company/Doura Refinery suffers from a shortening of how to reconcile the exploration behaviors of the new opportunities in the market and between the investment behaviors in its current resources and assets. The question that arises here is how can the behavior of the ambidextrous leadership affect the quality of the performance of the industrial organizations and does the team's innovation affect the behavior of the ambidextrous leadership towards achieving the quality of the performance of the industrial organization? And are leadership behaviors sufficient to achieve high quality performance in the organization? Does the presence of innovative teams affect both the ambidextrous leadership and the quality performance of industrial organizations? Does the wise leadership play a role in achieving the quality of the performance of the Iraqi industrial organizations by moderating the team's innovation in the company of refineries center/refinery Dora?

Research importance: The importance of research in the following: to identify the most important concepts of mastery leadership and to determine the most important behaviors and study the availability of leadership behaviors in the company's research sample, represented by the company oil center/refinery Dora. The research is of great importance to Arab organizations in general, especially Iraq in finding ways to invest their resources and work in order to ensure their success in entering into a new field and also to invest their existing assets to achieve high quality of the organization, especially in light of the changing and increasing environmental challenges.

Focusing on knowing the role of team innovation in the quality of the organizational performance of the Central Refinery Company/Doura refinery. Demonstrate the importance of leadership in the quality of performance through the medium variable represented by the team's innovation in the company sample research, represented by the company oil center/refinery Dora.

Research objectives: Know the role of leadership in achieving the quality of organizational performance in the company oil center/refinery Dora. Highlighting the

most important behaviors of the wise leadership and the availability of these behaviors in the company oil center/refinery Dora. Focus on the role of leadership on the team innovative team oil center/refinery Dora. Test the intermediary role of the team to enhance the influence of the leadership in achieving the quality of organizational performance in the company sample research, represented by the company oil center/refinery Dora.

Research hypothesis: Based on the problem and the objectives of the research and using the outline of the study and based on what has been put in previous studies have been determined hypothesis research as follows:

- H₁: there are real links of significant significance between the ambidextrous leadership and team Innovation in the organization in question
- H₂: there is a significant correlation between the team's Innovation and the quality of performance in the organization in question
- H₃: there is a significant correlation between the ambidextrous leadership and the organizational quality of organizational performance
- H₄: there is a significant statistical significance of the leadership in the Innovative team
- H₅: there is a significant statistical significance between the innovation of the team and the quality of performance
- H₆: there is a significant statistical effect of leadership in the quality of performance
- H₇: the ambidextrous leadership influence is enhanced by improving the quality of performance as the team's innovation is centralized in the organization being investigated

Ambidextrous leadership

The concept of ambidextrous leadership: The term ambidextrous leadership in exploring new activities in new areas of the organization emerged in 2004 and was developed by Vera and Crossan who developed this new approach to leadership because of the need for leaders with sufficient behavioral and cognitive complexity to carry out with multiple roles simultaneously (Mezher, 2017). In the past, organizations have oscillated between transformational leadership and transactional leadership in their management, leading to the emergence of ambidextrous leadership as a model that combines each and deals with the contradiction of activities organizations in one. In addition, the working groups associated with these two types of activities are fundamentally different (Goody *et al.*, 2012) and that is why the strategic leaders have to be ambidextrous and the real test of leadership is the ability to compete successfully through greater alignment or alignment of strategy, environment, culture

and processes while at the same time preparing for the inevitable changes required by permanent environmental change (Schindler, 2015). Proficiency is the ability of the organization to engage in the dual aspects of organizational growth-specifically, exploration and investment of opportunities and thus it has been linked to the management of contradictions (Yukl, 2009). Well-versed organizations are able to combine current and future resources to generate valuable future investment opportunities (Robbins and Coulter, 2012; Rosing *et al.*, 2011). The basic idea of ambidextrous leadership is that the complexity of innovative activities must be matched by a leadership approach suited to this type of complexity. The ambidextrous leadership theory suggests that the interaction between open and closed leadership behaviors predicts individual and collective innovation, so innovation is at its highest when open and closed driving behaviors are high. In other words, leaders should have the ability to engage in both open and closed behaviors (Zacher and Rosing, 2015). From this we can define the procedural definition of leadership as a set of behavioral patterns of leaders that combine open behaviors and closed behaviors to support exploration activities and investment activities in order to achieve the leadership and leadership of the organization in light of which will achieve the goals and vision of the organization.

Daimantion the ambidextrous leadership

Open leadership behavior: Open conduct behavior refers to the behavior of the leader which increases the variation in subordinate's behavior by encouraging them to do different work and experience, providing subordinates with independent thinking and execution and supporting subordinate's attempts to challenge the current situation. Thus, the theory of ambidextrous leadership claims that open leadership behavior leads to the reinforcement of exploration activities from subordinates (Alghamdi, 2018). While workers need independence to discover new opportunities and engage in new activities and markets, this can only be achieved through Support and provision of time and money resources and necessary equipment (Mezher, 2017; Probst *et al.*, 2011).

Closed leadership behaviors: Closed leadership is defined as a set of leadership behaviors that include corrective action, specific guidance and goal achievement monitoring (Brun, 2016). Closed leadership behavior restricts ways of accomplishing tasks in specific ways. It means that the leader takes action that minimizes disparity and interference and establishes procedures and rules that monitor objectives and take corrective action. Closed-loop behavior allows employees to do things in a specific way under the guidance of the leader only (Ruhnke and

Mulder, 2015). This closed leadership behavior aims to focus on the investment activities by focusing on the traditional administrative tasks such as managing the process, structuring the tasks, setting the guidance and following up the results in order to mobilize efforts to achieve the goal and to exclude deviation from the predefined criteria (Mezher, 2017). The researcher suggests that the ambidextrous leadership encourage both exploratory activities and investment activities through interaction between both open leadership behaviors and closed leadership behaviors and balancing them.

Quality of organizational performance: In recent period, many studies have emerged that integrate the concept of quality and performance. The term "quality of performances" has become a term used in many studies in administrative fields. The process of setting standards for the performance of any organization is the basic step for the success of its work in the adoption of comprehensive quality systems and their development and continuity. In this sense, many studies have attempted to identify which practices have the greatest impact on the quality of performance. Where Zhang and Duanb (2013) indicate a trend in scientific research to emphasize the importance of quality management practices in the infrastructure of business organizations and noted that the focus on quality management practices has transformed a concrete factor, ie tools and techniques into more significant factors such as culture and mental. Gnyawali and Srivastava (2013) notes that moral factors such as leadership, human resource management and customer focus are positively correlated with higher quality performance. Thus, a procedural definition of organizational performance quality can be formulated as a set of continuous operations carried out by the organization in order to increase its performance by working within specific strategies to improve the efficiency, effectiveness and quality of its products or services and by improving its financial performance and continuous improvement of its internal processes.

Importance of quality performance: Improving quality of performance is described as an essential part of the organization's daily work at all levels by addressing weaknesses, solving problems and looking for opportunities to improve its performance. Here, the importance of improving performance is highlighted:

- Reduction of defects and losses: in goods or services that cause waste of effort, time and cost
- Maintaining the organization's reputation in the community: by continuously improving its image to its customers and society

- Helping the organization to follow the modern methods: to improve the quality of its performance and this leads to motivate the personnel working to improve their work better
- Improving the productivity of the organization: (commodity or service or both) by increasing its efficiency and efficiency in allocating its resources in the right direction
- Focus on the most strategic steps: This helps the organization achieve quick results and maintain the continuity of productivity with high quality

Team innovation: The team is a group of people organized or self-organized. Teams are used to solve certain problems and to accomplish certain tasks that individuals can not solve themselves. Hinsz considered that teams are a technique used to solve important problems. The user of this technique needs to apply methods and processes to solve problems.

According to Zaccaro the effectiveness of the team depends on the coordination skills of the team members. It has also been discovered that good coordination has an impact on the effectiveness of the team. The coordination between the team members can be seen from several different dimensions. A specific vision will involve team members in implementing team actions and sharing the same goals with the team. The team also needs timing mechanisms that mean that the project needs to follow a specific speed and schedule. The workflows must be synchronized through which these actions can be described as response coordination functions and mechanisms. That a team with strong relationships among its members is more committed to achieving common goals as these relationships can be described as the motivational mechanisms of the group. In addition, the system control mechanisms are to prevent the appearance of errors in timing or other functions. Sustainability mechanisms can be used as procedures to oversee team functions and adjustments can be made in accordance with these mechanisms.

Organizations must provide sufficient incentives to motivate and encourage employees to participate in the development of innovative ideas through the organization's commitment to provide assistance, support and rewards and to open their minds to employee's comments. Staff can therefore, encourage and support the organization and will be more willing to contribute to innovative work. Amabile suggested dimensions of innovation including organizational encouragement, allowing employees to exchange views to develop Innovative ideas through sharing and sharing ideas.

Determinants of innovation at the team level: The process of innovation is a difficult process in itself and

therefore the process of innovation at the level of the team is more difficult, due to a number of determinants that make it difficult to process the organization of innovation and the most important of these determinants are summarized as follows: create a team in the first place there are two types of diversity in teams: diversity related to work and diversity in the background and demographics of team members. The diversity related to the job also refers to the various competencies and functions of staff, education, experience, skills and knowledge. The background diversity refers mainly to staff experience, type and ethnicity. The literature suggests that functional diversity stimulates team Innovation because of different perspectives and approaches that stimulate diverse information communication.

Team size some researchers suggested that the size of the team (i.e., the number of team members) is positively related to Innovation. Adding more team members increases the likelihood that the team will have adequate competencies. However, at the individual level, there is a slight negative correlation between team size and innovation. These results suggest that team size is important when a team works on a complex innovative task that requires many different disciplines but the size of the larger team may encourage social idleness and dependency.

Team climate many factors related to the climate of the innovative team have been linked. The team climate is the psychological atmosphere in the team and the regulatory environment. Team Innovation is facilitated when the relationships of team members (including relationships with their supervisors) are positive and supportive. In this climate, ideas are encouraged and risk is encouraged.

Go to the task when team members agree that mission results should be as excellent as possible, the team has a high degree of mission orientation. In such teams, members think of processes and strategies that can achieve their goals. Typically, different ideas are explored to improve the quality of decisions about processes and strategies.

Vision team vision is a clear expression of the team's purpose and objectives as vision helps team members guide their efforts towards problem solving and task completion. The support of leaders to see the team through good communication and focus on tasks was one of the strongest predictors of collective Innovation.

MATERIALS AND METHODS

Test correlation hypothesis and interpret and analyze results: The purpose of this chapter is to test the main and subsidiary hypothesis that were the basis of this research

Table 1: Values of correlation coefficients between ambidexterous leadership and team innovation

Intermediate/Independent variables	Team innovation	Cognitive integration	Sharing information	Innovation support	Team vision
Open leadership behaviors	0.698**	0.596**	0.641**	0.015	0.049
	0.000	0.000	0.000	0.816	0.440
	247	247	247	247	247
Close leadership behaviors	0.552**	0.760**	0.413**	-0.342**	0.063
	0.000	0.000	0.000	0.000	0.325
	247	247	247	247	247
Ambidexterous leadership	0.683**	0.758**	0.570**	-0.200**	0.063
	0.000	0.000	0.000	0.002	0.326
	247	247	247	247	247

Table 2: The relationship between team innovation and performance quality

Variables	Quality performance	Quality	Efficiency	Effectiveness	Internal processes	Financial
Team vision	0.023	0.005	0.025	0.063	0.006	0.010
	0.714	0.936	0.693	0.322	0.921	0.879
	247	247	247	247	247	247
Innovation support	-0.351**	-0.340**	-0.311**	-0.317**	-0.380**	-0.300**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247
Sharing information	0.423**	0.370**	0.375**	0.341**	0.401**	0.454**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247
Cognitive integration	0.805**	0.707**	0.744**	0.786**	0.724**	0.766**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247
Team innovation	0.573**	0.484**	0.529**	0.550**	0.492**	0.579**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247

by establishing the correlation between the current variables of the research based on the SPSS V.25 as shown in the following paragraphs:

First hypothesis test: The first major hypothesis of the expectation was that there was a significant significant correlation between the brilliant leadership and the creativity of the team. Table 1 showed the positive correlation between the ambidexteruos leadership and the creativity of the team in general and at the level of dimensions. The results were as follows: the behavior of the open leadership as a positive distance showed a positive positive relation with the total and dimensions of the team's creativity out of four dimensions. It achieved a positive relationship of (0.683**) positive with the total creativity of the team with positive positive correlation (490.0) (0.641**) after the participation of creativity and finally a positive correlation relationship with the dimension of cognitive integration of the team (0.596**). The results show that the research community Mocking the open conduct behaviors to reach team creativity and these results provide adequate support acceptance of the first sub-hypothesis of the first sub-hypothesis (and there is a significant correlation between the moral behavior of open leadership and creativity of the team dimensions).

The behavior of the closed leadership as a separate dimension showed a positive positive relationship with the total and the dimensions of creativity of the team out of six (100%) of the relationships. The correlation relationship (0.552**) was positive with the total creativity of the team, positive correlation (0.342**) with

the support dimension of creativity and a positive correlation (0.413**) with information sharing. Finally, there was a significant positive correlation with the cognitive integration dimension of the group (0.760**) and this finding provides adequate support to accept the second sub-hypothesis of the first main hypothesis. This result provides sufficient support to accept the first main hypothesis (significant correlation between the ambidexteruos leadership and the team's creativity in its dimensions).

Test the second main hypothesis: The second main hypothesis of expectation (significant correlation between team creativity and quality of performance) was set out in Table 2. Table 2 shows the correlation between the team's creativity and the overall performance of the team and the level of dimensions. The results were as follows: showed a positive relationship with the total and the dimensions of the quality of performance out of the five dimensions as the relationship of correlation (0.023) positive with the total quality of performance while the relationship of positive correlation positive (100.0) with the financial dimension (0.006) followed by internal processes, positive correlation (0.063) with effectivity and finally a positive non-positive correlation relationship with both efficiency and quality (0.025) and (0.005), respectively. There is a weak positive correlation and these results do not provide enough support to accept the first sub-hypothesis of sub-first hypothesis (and there is a significant correlation between the moral vision of the team and the quality of performance).

After the support of creativity, there was a negative negative correlation with the total and the dimensions of the performance quality out of the five dimensions. The correlation between (-0.351**) was positive with the total quality of the performance and negative correlations (-0.300) (-0.380), after the internal processes and a significant negative correlation (-0.317**), after the effectiveness and finally a negative correlative correlation with both the efficiency and the quality. About -0.311* and -0.340, respectively. The results show that there is a negative correlation. These results lead us to accept the null hypothesis of the second hypothesis of the hypothesis Second correlation (the existence of a significant correlation between the support of creativity and the quality of performance showed a significant positive correlation with the total and the dimensions of the quality of performance out of the five dimensions. The correlation was significant (0.423**) positive with the total quality of performance with positive correlation (0.454**) with the financial dimension, (0.401) after internal processes, positive positive correlation (0.431**) with post-effectiveness and finally a positive non-positive correlation relationship with both efficiency and quality 0.375** and 0.370**, respectively. The results show that there is a significant positive correlation and these results provide enough support to accept the third hypothesis N the second main hypothesis (and there is a significant correlation between the significant sharing of information and the quality of performance).

After the cognitive integration of the team showed a positive positive relationship with the total and the dimensions of the quality of performance out of the five dimensions as it achieved a significant correlation relationship (0.805**) positive with the total quality of performance with positive correlation (0.766**) with the financial dimension, Positive correlations (0.724**) with internal processes and positive positive correlations (0.786**) with the after effectiveness and finally a positive correlation relationship with both efficiency and quality 0.744** and 0.707**, respectively. The results show that there is a significant positive correlation and these results provide enough support to accept the secondary hypothesis (The existence of a significant correlation between the cognitive integration of the team and the quality of performance) and the strength of the correlation relationship at the macro level indicates that the team's creativity is better than the individual. The result provides enough support to accept the first hypothesis (There is a significant correlation between the creativity of the team and the quality of performance).

Test the third hypothesis: The main hypothesis of the third hypothesis was that there was a significant

correlation between the skillful leadership and the quality of performance. Table 3 showed the relationship between the wise leadership and the overall quality and performance of the dimensions. The results were as follows: showed a positive positive relationship with the total and the dimensions of the performance quality out of five dimensions after the behavior of the open leadership with a significant correlation (0.671**) positive with the total quality of performance with positive correlation of 0.684** with the financial dimension, positive correlations (0.587**) with internal processes, positive correlation (0.619**) with efficacy and lastly positive correlation with both efficiency and quality 0.618** and 0.577**, respectively as the results show that there is a positive correlation and these results provide sufficient support to accept the first sub-hypothesis of the third main hypothesis (a significant correlation between open driving behavior and performance quality). Showed a positive positive relationship with the total and the dimensions of the performance quality out of five dimensions with a significant correlative relationship (0.937**) positive with total quality of performance with positive correlation (0.899**) with financial dimension, positive relationship of correlation (0.892**) with internal processes and positive positive correlation (0.809**) with post-effectiveness and finally a positive correlation relationship with both efficiency and quality (0.873**) and 0.865**, respectively. The results show that there is a significant positive correlation and these results provide sufficient support to accept the secondary hypothesis Seconds of the third main hypothesis (and there is a significant correlation between the moral behavior of consummate leadership and quality performance).

First the influence of the brilliant leadership on the creativity of the team: this hypothesis was tested by using simple regression analysis. In light of the hypothesis, the simple regression function was drawn between the intermediate variable (team creation) and the Z symbol (Z) and the independent variable (ambidexterous leadership) and its symbol (X) using the simple linear regression coefficient and Table 4 shows the results of the influence model of the independent variable and the ambidexterous leadership in the adopted variable.

Table 4 shows the influence model of the independent variable (ambidexterous leadership) in the adopted variable (team creation), below the level of significance (sig. = 0.000) which is less than the value of significance (0.05) and the calculated value of (F) calculated (963.699) higher than the value of (F) table (3.841) while the value of (t) calculated (8.286) which is greater than the value (t) table (1.96) where the value of the limiting factor $R^2 = 0.888$, the value of the regression factor ($\beta = 0.942$), i.e., the change of one unit

Table 3: Correlations between ambidexterous leadership and quality performance

Variables	Quality performance	Quality	Efficiency	Effectiveness	Internal processes	Financial
Open leadership behaviors	0.671**	0.577**	0.618**	0.619**	0.587**	0.684**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247
Close leadership behaviors	0.937**	0.865**	0.873**	0.809**	0.892**	0.899**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247
Ambidexterous leadership	0.903**	0.813**	0.838**	0.799**	0.834**	0.886**
	0.000	0.000	0.000	0.000	0.000	0.000
	247	247	247	247	247	247

Table 4: Results of the impact model for the independent variable and its dimensions in the approved variable quality performance

Dependent variable	Sig.	F	Sig.	t-values	R ²	R	B	Independent variable
Quality performance	0.000	123.686	0.000	5.840	0.335	0.579	0.579	Team vision
	0.000	78.136	0.025	2.262	0.242	0.492	0.492	Innovation support
	0.000	106.069	0.001	3.473	0.302	0.550	0.550	Sharing information
	0.000	95.113	0.000	4.450	0.280	0.529	0.529	Cognitive integration
	0.000	119.515	0.000	10.932	0.328	0.573	0.573	Team innovation

of ambidexterous leadership, would change the team's creativity by 94%. This result provides sufficient support for paul the fourth main hypothesis (the existence of a significant effect of statistical significance of the leadership in the creative team).

Table 4 shows an independent variable effect model for open conduct behaviors in the adopted variable (team creation), below a significant level (sig. = 0.000) which is less than the value of significance (0.05) and the value of calculated value F (476.683) of the value of (t) Table (3.841) while the value of (t) calculated (2.648) which is greater than the value of (t) tabular (1.96) while the value of the limiting factor ($R^2 = 0.796$) and indicates that the independent variable leadership behaviors (79.6%) of the team's creativity and the regression factor value ($\beta = 0.892$), i.e., the change of one unit of open driving behavior will change the team's creativity by (89%). The result sufficient support for the acceptance of the first sub-hypothesis of the fourth main hypothesis (there is a statistically significant behaviors that open leadership in the creativity of the team) significant effect which is a strong influence.

Table 4 shows an independent variable effect model for closed-loop behavior in the adopted variable (team creation), below a significant level (sig. = 0.000) which is less than the value of significance (0.05) and the value of (F) calculated (250.830) of the value of (t) the table (3.841) while the value of (t) calculated (3.744) which is greater than the value of t (tabular) (1.96) where the value of the limiting factor ($R^2 = 0.673$) and indicates that the independent variable leadership behaviors the value of the regression coefficient ($\beta = 0.820$), i.e., the change of one unit of closed driving behavior, will change the team's creativity by 82%. Result enough support to accept the second sub-thesis of the fourth main hypothesis (there is a statistically significant for driving behaviors closed in the creativity of the team) significant effect.

Effect of team creativity on performance quality: This hypothesis is explained by the analysis of the influence relationships between the independent variable (team creation) and its dimensions and the dependent variable (performance quality), (there is a significant effect between team creativity and performance quality). This hypothesis was tested by simple regression analysis (Table 5). The results of the impact model for the independent variable show the team's creativity and its distance in the dependent variable of the quality of performance. Table 5 shows the effect model of the independent variable (team creativity) in the dependent variable (performance quality), below the level of significance (sig. = 0.000) which is less than the value of significance (0.05) and the calculated value of (F) calculated (119.515) higher than the value of (F) the table (3.841) while the value of (t) calculated (10.932) which is greater than the value of (t) table (1.96) where the value of the coefficient $R_n = 0.328$) and indicates that the independent variable creativity The team interprets 32.8% of the performance quality and the regression factor value is 573. The change to one unit of team creativity will result in a 57% change in performance quality, hypothesis fifth week (the presence of significant impact of statistical significance of the team's creativity in the quality of performance).

Table 5 shows the effect model of the independent variable (team vision) in the approved variable (performance quality), below the significant level (sig. = 0.000) which is less than the value of significance (0.05) and the mean value of (F) calculated (123.686) higher than the value of (F) Table (3.841) while the value of (t) calculated (5,840) which is greater than the value (t) tabular (1.96) where the value of the limiting factor ($R^2 = 0.333$), the team interpreted 33.3% of the quality of the performance and the regression factor value was $579 = 0$. Thus, the change to one unit of the team

Table 5: Results of the influence model of the independent variable the ambidextrous leadership and its dimensions in the approved variable quality performance

Dependent variables	Sig.	F	Sig.	t-values	R ²	R	B	Independent variable
Quality performance	0.000	200.637	0.002	3.185	0.450	0.671	0.671	Open leadership behaviors
	0.000	1761.400	0.000	6.997	0.878	0.937	0.937	Close leadership behaviors
	0.000	1082.219	0.000	11.868	0.815	0.903	0.903	Ambidextrous leadership

vision would result in a change in the quality of performance by 57% sub-hypothesis the first of the fifth main hypothesis (there is a statistically significant vision of the team in the quality of performance) significant effect.

Table 5 shows the effect model of the independent variable (creativity support) in the approved variable (performance quality), below the level of significance (sig. = 0.000) which is less than the significance (sig. = 0.05, t = 0.262) and the value of the t the value of the regression coefficient ($\beta = 0.492$), i.e., the change to one unit of creative support, will result in a change in the quality of performance by 49%. This result provides sufficient support to accept the hypothesis the second sub-hypothesis of the fifth main hypothesis (the existence of a significant impact of statistical significance to support creativity in the quality of performance).

Table 5 shows the effect model of the independent variable (information sharing) in the approved variable (performance quality), below the significant level (sig. = 0.000) which is less than the value of significance (0.05). Higher than the value of (F) table (3.841) while the value of (t) calculated (3,473) which is greater than the value (t) table (1.96) where the value of the limiting factor ($R^2 = 0.302$) the value of the regression factor ($\beta = 0.550$), i.e., the change of one unit of information sharing, will result in a 55% change in the quality of performance. This result provides sufficient support the acceptance of the third sub-hypothesis of the main hypothesis fifth (there is a statistically significant sharing of information in the quality of performance) significant effect.

Table 5 shows the effect model of the independent variable (cognitive integration of the team) in the dependent variable (performance quality), below the level of significance (sig. = 0.000) which is less than the value of significance (0.05) which is higher than the value of the (F) tabular (3.841) while the value of (t) calculated (4,450) which is greater than the value of t-tabular (1.96), where the value of the coefficient ($R_n = 0.280$) and indicates that the independent variable the cognitive integration of the team explains the value of (28%) of the quality of the performance and the value of the regression coefficient ($\beta = 0.529$), i.e., the change of one unit of cognitive integration of the team will result in a change in the quality of performance by (52%), enough to accept a sub-hypothesis fourth of the main hypothesis

Table 6: The impact trends of the independent variable (x) in organizational quality (y) by intermediate team innovation (z)

Variables	Values
Indirect effect	
Team vision	-0.002
Innovation support	0.022
Sharing information	-0.038
Cognitive integration	0.171
Total direct effect	0.748
Total indirect effect	0.153
The total effect	0.902
Impact of ambidextrous leadership in quality performance by centralizing team innovation	

fifth (there is a statistically significant cognitive integration of the team in the quality of performance) significant effect.

RESULTS AND DISCUSSION

The influence of leadership on the quality of performance: This hypothesis is explained by the analysis of the relationship between the independent variable (ambidextrous leadership) and its dimensions and the dependent variable (performance quality), (there is a significant effect between skillful leadership and performance quality). This hypothesis was tested by simple regression analysis and Table 6 the results of the impact model for the independent variable show the ambidextrous leadership and its dimensions in the dependent variable of performance quality.

Table 6 shows the effect model of the independent variable (ambidextrous driving) in the approved variable (performance quality), below the significant level (sig. = 0.000) which is less than the value of significance (0.05) and the calculated value of F (1082.219) higher than the value of (F) table (3.841) while the value of (t) calculated (11.868) which is greater than the value (t) table (1.96) where the value of the limiting factor $R^2 = 0.815$, The value of the regression coefficient ($\beta = 0.903$), i.e., the change of one unit of the ambidextrous leadership, will result in a change in the quality of the performance by 90%. This result provides sufficient support to accept the the hypothesis of the sixth president (the presence of a significant effect of statistical leadership in the quality of performance) which is a strong impact.

Table 6 shows the effect model of the independent variable (open conduct behaviors) in the approved variable (performance quality), below the significant level (sig. = 0.000) which is less than the value of significance

(0.05) which is higher than the value of (t) table (3.841) while the value of (t) calculated (3.185) which is greater than the value of t (tabular) (1.96) where the value of the coefficient $R_n = 0.450$ and indicates that the independent variable open behavior behaviors explain 45% of the performance quality and the regression coefficient ($\beta = 0.671$), i.e., the change of one unit of open driving behavior will result in a 67% change in performance quality. The result is sufficient support to accept the first sub-hypothesis of the sixth main hypothesis (the existence of a statistically significant effect of open conduct behavior in performance quality) which is a good effect.

Table 6 shows the effect model of the independent variable (closed driving behavior) in the approved variable (performance quality), below the significant level (sig. = 0.000) which is less than the significance value (0.05) which is higher than the value of (t) table (3.841) while the value of (t) calculated (6.997) which is greater than the value (t) table (1.96) where the value of the coefficient ($R_n = 0.878$) and indicates that the independent variable closed-loop behaviors explain 87.8% of the performance quality and the regression coefficient ($\beta = 0.937$) i.e., the change of one unit of closed driving behavior will result in a 93% change in performance. Liege enough support to accept the second sub-thesis of the sixth main hypothesis (there is a statistically significant driving behaviors closed in the quality of performance) significant effect which is a strong influence.

The third topic test direct and indirect effects using the method of analysis of the path. The fourth section aims to analyze and test the causal relationships between the main variables (ambidextrous leadership) as an effective independent variable, the dependent variable (the quality of performance) by centralizing the intermediate variable (team creation) using the statistical method and in order to test the seventh hypothesis, the analysis of the overall path and the level of dimensions will be used in light of the expectation of increasing the influence of the advanced leadership on the quality of the performance by centralizing the creativity of the team. Table 6 details the direct effect and Indirect and overall effect of search variables:

The influence of leadership skillful in the quality of the performance by moderating the dimensions of team creativity: Table 6 shows that there is a direct effect of (ambidexterous leadership) in the quality of performance by 0.748 and indirect effect through the variables of team creativity by 0.153 distributed between the dimensions of the team where it happened after seeing the team (0.002, 0.022). The total influence of the leadership in performance quality was 0.902 which represents a strong influence and this confirms that the influence of the

brilliant leadership in the quality of performance increases when centralizing the team's creativity and this result allows acceptance of the seventh hypothesis and the value of the coefficient of selection ($0.86 = R^2$) indicating this banqueting variables other may be influential in the worth (0.14) did not fall within the search form.

CONCLUSION

As a culmination of the reviewed conceptual frameworks that have been addressed and applied in the practical aspect of research, the researcher reached a number of conclusions and as follows: the results showed a significant correlation between the independent variable and the leadership with its dimensions (open conduct behaviors, closed leadership behaviors) and the intermediate variable team creativity by its dimensions (team vision, creativity support information sharing, cognitive integration of the team).

The existence of a significant correlation between the intermediate intermediate variable and the team's creativity by its dimension (team vision, creativity support information sharing, knowledge integration) and the adopted variable. Performance quality by dimension (financial dimension, after internal processes, after efficiency, after efficiency).

The results show a significant correlation between the independent variable and the skilled leadership in its dimensions (open driving behavior, closed driving behavior) for the variable dependent on the quality of performance by its dimensions (financial dimension, after internal processes, after efficiency, after efficiency, after quality).

The ambidextrous leadership directly affects the quality of the performance and the value of the effect increases indirectly through the team's creative variable. The results of the analysis of the track showed a direct and indirect effect on the overall dimensions of leadership in quality of performance as the leadership (closed driving behaviors) influence this across the dimensions of team creativity (team vision, creativity support information sharing, cognitive integration of the team) open command) then at the level of influence.

RECOMMENDATIONS

The objective of the present study is to formulate recommendations through which the central refineries company/Al Doura refinery will be able to benefit from them in order to improve its work to better levels that meet the needs of customers and satisfy them. The researcher made a number of recommendations. The need for the company refineries center/refinery Doura to improve its performance in a positive reflected on the

performance of organizational units associated with them. The need to use modern technology in the work to visit the speed of completion and reduce paperwork and facilitate the procedures used in the research.

The need to pay attention to improving the quality of the outputs of the company refineries center/refinery Dura to reduce and reduce defects. The researcher recommends to pay attention to the balance between (open driving behaviors, closed driving behaviors), especially as it is one of the most important dimensions of the brilliant leadership because of its role in enhancing the quality of performance in the company refineries center/refinery Dora.

The influence of leadership skillful in the quality of the performance by moderating the dimensions of team creativity: The study shows that there is a direct effect of (ambidextrous leadership) in the quality of performance by 0.748 and indirect effect through the variables of team creativity by 0.153 distributed between the dimensions of the team where it happened after seeing the team (0.002, 0.022). The total influence of the leadership in performance quality was (0.902) which represents a strong influence and this confirms that the influence of the brilliant leadership In the quality of performance increases when centralizing the team's creativity and this result allows acceptance of the seventh hypothesis and the value of the coefficient of selection ($0.86 = R^2$) indicating this Banqueting variables other may be influential in the worth (0.14) did not fall within the search form.

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