
Servant leadership and ambidexterity: the mediating role of talent management in pharmaceutical companies at Egypt

Mohamed Elsotouhy*, Tamer Ashry,
Nada Khalifa and Hamida Al-Najjar

Mansoura University,
El Gomhouria St.,
Dakahlia Governorate, Egypt
Email: mhmdelsotohy@gmail.com
Email: tamerashry@mans.edu.eg
Email: Nadayahia6@gmail.com
Email: dr.h.elnagar@gmail.com
*Corresponding author

Abstract: The essential target of this study is to examine the effect of both servant leadership and talent management on organisational ambidexterity in pharmaceutical industries in Egypt. To test these impacts, a highly structured questionnaire has been developed and circulated among 294 chemists and pharmacists in six organisations following the public area. The questionnaire was completed by 262 people, with an 89% response rate. In view of the Statistical Package for the Social Sciences (SPSS) and Amos, the outcomes showed that servant leadership has a significant positive effect on both talent management and organisational ambidexterity. Furthermore, the results showed that talent management has a significant positive effect on ambidexterity, and affirmed also the mediating vital role of talent management in the relationship. Important implications have been founded and discussed for both researchers and practitioners.

Keywords: servant leadership; talent; talent management; ambidexterity; exploration; exploitation; Egypt.

Reference to this paper should be made as follows: Elsotouhy, M., Ashry, T., Khalifa, N. and Al-Najjar, H. (2022) 'Servant leadership and ambidexterity: the mediating role of talent management in pharmaceutical companies at Egypt', *Int. J. Technology Transfer and Commercialisation*, Vol. 19, No. 1, pp.97–116.

Biographical notes: Mohamed Elsotouhy is a Lecturer Assistant at the Higher Institute of Commercial Science, Egypt. He holds a Master's in Business Administration from Mansoura University. He is a PhD candidate in the Faculty of Commerce at Mansoura University, Egypt. His areas of interests are leadership, customer behaviour, big data, blockchain, Islamic marketing, sustainability, and entrepreneurship.

Tamer Ashry is an Assistant Professor in Business Administration at Mansoura University. He is the director of the publishing apparatus at the Faculty of Commerce, Mansoura University. His areas of interests are leadership, organisational behaviour, human resource management, entrepreneurship, and work ethics.

Nada Khalifa holds a Master's in Business Administration from Kafrelsheikh University. She is a PhD candidate in the Faculty of Commerce at Mansoura University, Egypt. Her areas of interests are leadership, customer behaviour, sustainability, organisational behaviour, and entrepreneurship.

Hamida Al-Najjar is a Full Professor in Business Administration at Mansoura University. She is the Former Head of the Department of Business Administration, Faculty of Commerce, Mansoura University. Her areas of interests are leadership, organisational behaviour, human resource management, work ethics, and entrepreneurship.

1 Introduction

Much attention has been paid to management research for organisational ambidexterity during the most recent couple of years. Úbeda-García et al. (2020) asserted that organisational ambidexterity, which refers to the firm capability to jointly pursue exploration and exploitation as two distinguished modes of learning, has received attention from management researchers recently. The advantages of ambidextrous organisations appear in how corporations can make equilibrium between exploration and exploitation which present its capability to explore a new process and exploit what is already exist simultaneously (Moreno-Luzon and Gil-Marques, 2015). According to March (1991), exploration encompasses (seeking, diversity, venture, innovation and testing), while exploitation encompasses (improvement, production, competence, achievement and application). An organisation that concentrates only on exploration is likely to find itself suffering from the cost excess of experimentation without creating a lot of benefits, while on the other side, if it concentrated only on exploitation, it is probably going to get itself not ready to contend in business sectors (March, 1991). Exploration drives radical innovations in products, technologies, and business models, while exploitation leads to gradual changes or refinements in existing technologies, business models, and products (Maclean et al., 2020). A successful organisation needs both strategic and tactical thinking, besides the appropriate culture-building via its leader (Bass and Avolio, 1993). Because prosperity is essential for corporate, there is a still-emerging flow of researches that aim to recognise the antecedents and obstacles of organisational ambidexterity (Posch and Garaus, 2020), especially focusing on the role of leadership.

According to O'Reilly and Tushman (2013), there have been limited studies on how leaders may promote organisational ambidexterity. Since then studies have investigated the vital role of leadership models on organisational ambidexterity. For example, in the view of semi-structured interviews with senior leaders, Baškarada et al. (2016) investigated how exploration and exploitation behaviours are related to and influenced by transformational and transactional leadership styles. Similarly, Knight and Cuganesan (2020) contributed to ambidexterity research by showing the essential role that senior-leadership team practices play in resolving the tension in prior researches concerning the contending requests of exploration and exploitation. Luz and Sousa (2018) in their chapter likewise examined how organisational ambidexterity can be consolidated in the public area through servant leadership. Studies also showed that organisational ambidexterity can show an additional role with leadership models as a

mediating or a moderator. This is what Nazim et al. (2020) affirmed in their study that organisational ambidexterity plays a mediating crucial role with innovation leadership for achieving reinforced performances in an organisation. In the same vein, Zain-ul-Abidin and Qammar (2020) indicated that organisational ambidexterity mediates among transformational leadership and ambidextrous leadership, with employee performances. However, researches related to the specified role of servant leadership for ambidexterity especially in the public area are not enough (Luz and Sousa, 2018).

Building on previous studies, the contribution of this study appears in its sought to extend the knowledge body of literature regarding leadership models and ambidexterity through investigating the influence of servant leadership on organisational ambidexterity. Servant leadership regards a one of a kind and complete theory in which the leaders serve, support, and enable subordinates to satisfy significant results and advantages for people, associations, and the local area (Van Dierendonck, 2011). Furthermore, the present study integrated talent management as a human resource practice with leadership and ambidexterity literature as a reaction to the calls for connecting different writing streams to comprehend organisational ambidexterity in a superior manner (Simsek, 2009). Until recently, both HR and leadership literature streams have evolved separately, with little co-existence (Rao-Nicholson et al., 2020). The uniqueness of integrating these variables appears in that the leadership model is vital for supporting the overall strategy of human resource and fostering psychological contracts, which thusly can be helpful for the firm and employees (McDermott et al., 2013). So, this study tries to investigate the role of the servant leadership model on organisational ambidexterity, besides the mediating and direct role of talent management as human resource practices in this relationship.

Egypt regards one of the pioneers in the pharmaceutical industry in the Middle East. Egypt possesses the greatest pharmaceutical manufacturing base in the Middle East and North Africa region, representing around 30% of the regional market (General Authority for Investment and Free Zones, 2020). The pharmaceutical industry in Egypt has appreciated a time of incredible improvement lately. Although there is a strong local production sector, and while the majorities are directed to the local market, imports play a significant role also which make Egypt one of a prime exporter of medical preparations to the Arab, Asian and Eastern European markets (General Authority for Investment and Free Zones, 2020). However, drug production is concentrated in the private sector, accounting for 94% of total investments (Al-Mowafy, 2020). According to Luz and Sousa (2018), three factors put pressure on public organisations. Most importantly, the high velocity of mechanical advancement compels it to make changes in its authoritative designs consistently. Second, the expanded taking an interest in online media expanded freedoms for public contribution. At long last, a higher accentuation on productivity, other than the restricted investment of the public authority. As a result, it seems that there is a need for a shift in the environment of the public sector which can aid managers to innovate in a far more efficient way than what the public sector is used to (Luz and Sousa, 2018). So, there is a need for organisational ambidexterity to move now into the public sector (Luz and Sousa, 2018). Building on this insight, the present study concentrates on the public sector, especially Pharmaceutical companies which following the public sector in Egypt.

2 Literature review

2.1 Servant leadership

Servant leadership is an ethical leadership model primarily presented by Greenleaf (1977). It is a theory that is centred on people (Van Dierendonck and Nuijten, 2011). According to Hale and Fields (2007), servant leadership is a philosophy that often concentrates on followers 'growth through increasing followers' capability to pursue creative approaches and to get an incredible obligation at work. Carter and Baghurst (2014) also described servant leadership as a philosophy creating a magnificent hierarchical culture where both leaders and employees consolidate to achieve authoritative objectives without formal or legitimate force.

Table 1 Shows three cornerstone dimensions developed by Greenleaf (1977)

<i>Dimensions</i>	<i>Affiliated dimensions</i>
Service	Covenantal relationship, responsible morality, organisational stewardship, follower development, follower empowerment, helping subordinates grow, service-orientation and putting subordinates first.
Humility	Altruistic calling, voluntary subordination, emotional healing, relational power, transcendental spirituality, moral love, authentic self, altruism, credibility, and behaving ethically.
Vision	Influence, persuasive mapping, creating value for the community, wisdom, credibility, transforming influence, and conceptual skills.

Source: Hale and Fields (2007)

Studies have differed in both conceptualisation and operationalisation of servant leadership term which lead to making a wide assortment of dimensions and characteristics to elaborate the term. For example, Barbuto and Wheeler (2006) defined servant leadership as behaviours or characteristics encompassing humility, persuasive mapping, follower development, service-orientation, follower autonomy, emotional healing, relational power, altruistic calling, wisdom, besides organisational stewardship. Other operationalisation of servant leadership includes moral love, vision, altruism, follower empowerment, humility, trust and service (Dennis and Bocarnea, 2005), adding value for the community, empowering, emotional healing, conceptual skills, behaving ethically, aiding subordinates to grow and succeed, and putting subordinates first (Liden et al., 2005). Notwithstanding the variety and contrasts of the formulations of servant leadership, there are three prime dimensions employed by Greenleaf (1977). He depicted these dimensions as the foundations of this style of leadership used by researchers later to formulate the scale and dimensions of servant leadership (Hale and Fields, 2007). The present study followed this path and embraced these dimensions. Table 1 shows these dimensions and the affiliated dimensions developed by other researchers according to Hale and Fields (2007).

2.2 Talent management as human resource practices

Notwithstanding the importance of talent management in organisational success, until now, there is no agreement on the definition of this term (Son et al., 2018). To comprehend the term of talent management, we need first to define and recognise what

talented individuals are. Individuals with talent have the ability or potential to increase the value of the organisation (Lorsch and Tierney, 2002). Such talented individuals can be alluded to as a bunch of representatives who have outstanding abilities and capacities in different areas such as technical, marketing, managerial or other highly needed areas (Silzer and Dowell, 2009). Based on this vision, talent management, according to Collings and Mellahi (2009), is an interaction that depends on the advancement of a talent pool of high performing and high potential to fill key positions, besides putting distinguished human resource architecture to simplify filling these positions with competent employees and to guarantee their proceeds with the obligation to the organisation.

Researchers are partitioned in their viewpoint about the definition and the scope which talent management could be applied; whether for all human resource management practices or a minuscule bunch of employees (Son et al., 2018). For instance, Iles et al. (2010) argued that, conceptually, there is no difference between talent management and HRM as they depend on the same tools, however, they can just contrast in that HRM has a selective focus. This perspective believes that each employee has a talent that could be recognised and developed. On the other side, other researchers believed that as talent management creates a competitive advantage for institutions, it should be aligned with business and HRM strategies and not use the same traditional practices of HRM (Lewis and Heckman, 2006; Jones et al., 2012). Based upon the later perspective, the practices of talent management can be divided into four categories; attracting talents, selecting talents, developing talents, and retaining talents according to Alkerdawy (2016). In sum, there are two approaches for talent meaning; the first called inclusive, which considers that each employee has talent, while the second called exclusive which focuses on certain employees in crucial positions (Tansley, 2011). Concentrating on retaining and developing talent, this study follows the first perspective which believes that each employee has a talent, and of talent management practices should not be specified for some employees. To acquire a competitive advantage and rise the loyalty of employees, organisations should provide opportunities and a supportive environment for employees to grow their talents and motive them to reach perfection (Shaemi et al., 2011). So, this study embraces five practices or dimension of talent management developed by Sweem (2009), which can be applied to each employee regardless of being talented or not. These practices include employee development, performance management, reward and recognition, communication, and open climate and culture.

- *Employee development*: it is the process of individuals' permanent and continuous multilateral development through organisational development, performance development, and employee training, with the goal of increasing efficiency and effectiveness, integrating individuals into the organisation, and promoting employee growth and development (Allameh et al., 2012).
- *Performance management*: it is a systematic process that tries to increase organisational performance by enhancing the performance of teams and individuals, which include analysing and managing performance within an agreed framework of planned goals, standards, and competency criteria (Armstrong, 2006). It should also be viewed as a fluid rather than a rigid process that includes planning, execution, monitoring, and evaluation (Armstrong, 2006).

- *Reward and recognition*: a set of material and moral means provided by the organisation in exchange for individual contributions that are consistent with the organisation's operations, policies, and strategies, as it extends beyond wages and entitlements of employees to include non-material rewards such as credit recognition, learning, and development opportunities (Armstrong and Stephens, 2005).
- *Communication*: according to Shaemi et al. (2011), communication in an organisation allows employees to be aware of the proper ways to accomplish work and to identify areas that require improvement and repair. Communication is the interaction between persons through speaking or through body language (Shaemi et al., 2011).
- *Open climate and culture*: it refers to a set of distinct internal features of a company that other businesses can recognise, and it has a substantial impact on employee behaviour and organisational effectiveness (Shaemi et al., 2011).

2.3 Organisational ambidexterity

Organisational ambidexterity is the firm's capacity to explore and exploit simultaneously, and it is a vital pointer for organisational achievement or failure (O'Reilly and Tushman, 2013). The premise of organisational ambidexterity is that an organisation that can pursue both exploitation and exploration simultaneously will procure and support proficiency and adaptability after some time (Benner and Tushman, 2003). Researchers have discovered that when organisations pay attention to both dimensions of ambidexterity (exploration and exploitation), they will be able to reach a high rate of sales growth (Gibson and Birkinshaw, 2004; He and Wong, 2004; Lubatkin et al., 2006). However, combine these two activities may create conflicting challenges (Jansen et al., 2009). If the organisation can solve this dilemma, then each employee in an organisation will be able to communicate value to existing customers and frequently explore changes in the environment (Gibson and Birkinshaw, 2004). According to Auh and Menguc (2005), exploration is a creative activity that involves the generation of new ideas, surpass customer needs through satisfying their desires before they think of them, and accept activities that could lead to innovative ideas. On the contrary, exploitation is linked with flexible construction, occasional systems, impromptu, breakthrough, technologies, evolving, creative and innovation (He and Wong, 2004).

Organisational ambidexterity has two views; structural and contextual. The first one affirms that exploitation and exploration compete against each other for the organisation's resources, and organisations need to allocate a specific unit to each type of ambidexterity (March, 1991; Gupta et al., 2006). The latter view emphasises that an organisation's success counts on the simultaneous utilisation of exploration and exploitation within the same department (Fu et al., 2015). The argument now has been increasingly shifted to the static perspective on ambidexterity, which emphasises the importance of striking a balance between exploration and exploitation, rather than investigating structural and contextual arrangements (Raisch et al., 2009; Lavie et al., 2010). This static perspective seeks to comprehend how and through which mechanisms leaders can administer the tension (Raisch et al., 2009; Lavie et al., 2010). Based on these insights, the present study follows Yu et al. (2014) and shed lights on the fact that organisations should appropriately allocate the rare resources and arranges a strategic

choice, taking into consideration their adaption of exploitative and/or exploratory innovation strategies.

3 Conceptual framework and hypotheses development

3.1 Servant leadership and talent management

Leadership is essential in the creation of a supportive work environment to foster and motivate talented employees (Asag-Gau and Van Dierendonck, 2011). Tang et al. (2011) claimed that talented employees require leadership support in terms of inspiration, strategic thinking, and empowerment which can foster selection and talent retention with long-term skills and values. According to research, leadership models play an important role in talent management. For instance, Fragouli and Alhaider (2020) study revealed that responsible leadership plays an important role in talent retention and enables independent motivation among employees, as well as improving the overall performance of the organisation. Leaders bear a large portion of the responsibility for both talent retention and accountability (Fragouli and Alhaider, 2020). Regarding servant leadership, Asag-Gau and Van Dierendonck (2011) asserted that servant leadership regards the most supportive style in enhancing and supporting talent management because it focuses on personal needs and the growth of followers. Barbuto and Gottfredson (2016) also affirmed that organisations can enhance their capability to define, attract, and sustain top talent via boosting and training their leaders to be servant leaders. In the same vein, Mukonoweshuro et al. (2016) demonstrated that servant leadership imbue can play a significant role in developing managerial leadership qualifications that can optimise managerial performance in areas such as talent development and retention. A servant leader puts a higher vision for the organisation and aligns this highly purposive vision with employee's purpose, skill, and talent (Blanchard, 2018). The primary responsibility of servant leaders is to empower their followers (Van Dierendonck, 2011). This could be accomplished by providing continuous growth and increasing opportunities to activate personal talent, as well as making employees more self-sufficient (Coetzer et al., 2017). Accordingly, this study suggests the following hypothesis:

H1 Servant leadership has a significant influence on talent management.

3.2 Talent management and organisational ambidexterity

Talent management is defined as developed human resource practices that can provide organisations with a competitive advantage. Developed formalised human resource practices appropriately can enhance the commitment of employees, diminish turnover, fostering the productivity of the organisation and its employees, besides achieving organisational ambidexterity (Huselid, 1995; Jiang et al., 2012; Kehoe and Wright, 2013). According to Swailes and Blackburn (2016), employees who are considered talented have favourable attitudes toward their organisations. Now in organisations, HR professionals are facing new challenges in building ambidexterity such as directing resources, talent acquisition and retention (Jackson et al., 2017). Jackson et al. (2017) identified three prime problems in human resource practice that influence the question of how existing human resource practices impact ambidexterity building. One of these issues is the role of

social networks in limiting or facilitating access to knowledge and talent when developing exploitation and exploration activities (Jackson et al., 2017). Firms seeking to improve their innovative performance must implement talent management procedures or improve existing practices to exploit and explore additional knowledge (Son et al., 2018). This could be done by providing individuals about the degree of control that suits their natural talents and the tighter control that can help them embrace ambidextrous works (Bidmon and Boe-Lillegraven, 2020). As a result of the aforementioned, the following hypothesis can be suggested:

H2 Talent management has a significant influence on organisational ambidexterity.

3.3 Servant leadership and organisational ambidexterity

Leadership behaviours have been identified as the most important drivers of ambidexterity and innovation (Lawton and Weaver, 2010). Exploration and exploitation can be accomplished through behavioural integration, which is the responsibility of the top management team (Lubatkin et al., 2006). In their investigation of the impact of leadership style and project type on exploratory and exploitative projects, Burton et al. (2012) asserted that exploratory projects was more influenced and damaged by misalignment of the leadership model than exploitative projects. Jansen et al. (2009) referred to the fact that transformational leadership may be more appropriate in the context of exploratory innovation, whereas transactional leadership may be more appropriate in the context of exploitative innovation. According to Nazim et al. (2020), innovative leadership is regarded as the most important leadership style capable of leading organisations, whether stable or unstable, to ambidexterity (exploitation and exploration). Regarding servant leadership, Yoshida et al. (2014) in their study found that servant leadership increases an individual's creativity and innovation. They proposed that in the presence of a strong climate for innovation, servant leadership has the potential to catalyse relational identification in followers, which in turn fosters employee creativity. Servant leadership can foster employee creativity and team effectiveness (Yang et al., 2017). Focusing on the dimensions of servant leadership, vision and reward possess by leaders can foster exploratory and exploitative innovations (Jansen et al., 2008). In the same vein, both humility and standing-back are crucial contributing to generate continuous improvement, sharing, learning culture, and interdependence in addition to the contextual ambidexterity (Luz and Sousa, 2018). Stewardship, as a dimension of servant leadership, can contribute to a variety of organisational ambidexterity precursors such as planning for a better understanding of user needs, providing a holistic or systematic view, promoting dialogue, encouraging the need for exploration, and acting as a supporter of novel or incoming processes (Palm and Lilja, 2017). Accordingly, the following hypothesis can be suggested:

H3 Servant leadership has a significant influence on organisational ambidexterity.

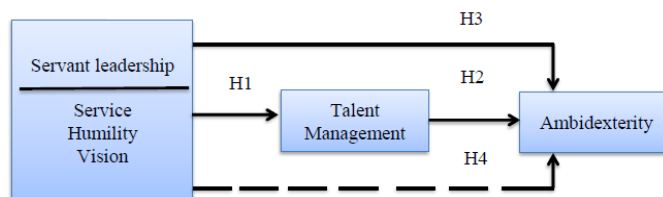
3.4 The mediating role of talent management

According to Simsek (2009), there is a need to combine different streams of literature related to HR, leadership, and ambidexterity to gain a better understanding of organisational ambidexterity. Servant leaders can better create the conditions needed to develop employees and increase their intelligence and autonomy (Li and Han, 2013).

Servant leadership has been shown to have an impact on employee learning and development, which can promote organisational learning (Choudhary et al., 2013). When leaders concentrate on meet employees need, learning, and coaching, it will return with increased knowledge-ability not only for employees but also for the whole company (Choudhary et al., 2013). According to Aragón-Correa et al. (2007), leadership has a significant indirect impact on firm innovation. On the other hand, the organisation’s ability to implement effective procedures in the selection of appropriate individuals improves the organisation’s ability to continue doing both exploration and exploitation (Güttel and Konlechner, 2009). An organisation’s existing integrated human resource management system encourages ambidextrous activities (Jørgensen and Becker, 2017). As a result, the following hypothesis can be suggested:

H4 Talent management mediates the relationship between servant leadership and organisational ambidexterity.

Figure 1 The conceptual framework (see online version for colours)



4 Methodology

The present study follows the deductive approach. This study aims to describe and analyse the phenomenon under investigation by reviewing relevant literature to establish a theoretical framework and then concluding the relationship between study variables and hypotheses formulation. The deductive approach is used to explain and interpret what is going on in the phenomenon under investigation, while the inductive approach is used to understand why the phenomenon under investigation happens (Saunders et al., 2003). Because this study takes a deductive approach, the quantitative research method will be used to create a survey list/questionnaire that includes the study variables, gather primary data, test and interpret the data, and determine the nature of the relationships between the variables. This section presents the sample, data collection, and measurement and procedure as follows:

4.1 Sample

In empirical research, the sampling phase is an important step in demonstrating that the population has been correctly identified (Benabderrahmen et al., 2016). The study population is comprised of all chemists and pharmacists employed by the public business sector’s pharmaceutical companies, which are comprised of six companies following the holding company (Holdipharma). The total number of chemists and pharmacists is 1,266. Because companies have different employee numbers and this study seeks generalisation, the researchers drew a stratified random sample of 294 people based on the equation

presented by Shastri et al. (2010) and Liu et al. (2012). Table 2 shows how the sample items were distributed based on the number of employees.

Table 2 Represents the distribution of the sample items to the companies under study

<i>Companies</i>	<i>Number of employees</i>		<i>Total</i>	<i>Relative weight</i>
	<i>Chemist</i>	<i>Pharmacist</i>		
Memphis Pharmaceutical Company	130	148	278	21.69%
Nile Company for Medicines and Chemical Industries	81	158	239	18.88%
The Arab Company for Medicines	70	110	180	14.22%
The Chemical Industries Development Company 'Syed'	60	130	190	15%
Cairo Pharmaceutical Company	75	136	211	16.67%
Alexandria Pharmaceutical Company	68	100	168	13.27%
Total	484	782	1,266	100%

<i>Companies</i>	<i>Sample size</i>			<i>Response rate</i>	<i>Responses</i>
	<i>Chemist</i>	<i>Pharmacist</i>	<i>Total</i>		
Memphis Pharmaceutical Company	30	35	65	92%	60
Nile Company for Medicines and Chemical Industries	19	36	55	94%	52
The Arab Company for Medicines	16	26	42	92%	39
The Chemical Industries Development Company 'Syed'	14	30	44	86%	38
Cairo Pharmaceutical Company	17	32	49	40%	40
Alexandria Pharmaceutical Company	16	23	39	84%	33
Total	112	182	294	89%	262

Source: Prepared by the researchers from employee records within the companies under study

4.2 Data collection

Employee perceptions of the availability of servant leadership, talent management, and their relationship and influence on organisational ambidexterity were gathered using a structured questionnaire. The researchers used a structured questionnaire/survey list that was prepared specifically for this purpose to compile the field study data from its primary sources. This list included questions about servant leadership in three dimensions, talent management in five dimensions, and organisational ambidexterity in two dimensions.

4.3 *Measurement and procedure*

The three-dimensional scale for measuring servant leadership was adapted from Hale and Fields (2007). This study adopted these dimensions because they are based on the cornerstone developed by Greenleaf (1977), and researchers later built their dimensions on them. Each of these dimensions is made up of six statements. The talent management scale was adapted from Sweem (2009) because this research adapts the idea that organisations already have talented employees who occupy key positions, so it focuses on these dimensions that focus on the ability to deal with those talented employees to maximise their potential. This scale has five dimensions. Finally, the scale for measuring exploration and exploitation was adapted from Yu et al. (2014), which include four statements for each dimension. The responses were graded on a five-point Likert scale ranging from (1) strongly concur to (5) strongly disagree.

5 **Data analysis**

This study followed the two-step procedure suggested by Anderson and Gerbing (1988) to assess the validity of the model. This two-step approach includes confirmatory factor analysis (CFA) and the structural equation modelling (SEM) technique. According to Chen (2008), CFA allows the researcher to define the extent to which the proposed questionnaire items measure latent factors, whereas SEM allows the researcher to analyse the variables of the hypothesised model to determine the consistency between the model and data. Cronbach alpha for all variables was used to assess instrument reliability. Model fit, correlation testing, and hypotheses testing are all included.

Table 3 Description of measures

<i>Measures</i>	<i>Mean</i>	<i>SD</i>	<i>Cronbach's alpha</i>
Servant leadership	3.40	0.638	0.943
Service	3.29	0.697	0.844
Humility	3.57	0.670	0.887
Vision	3.34	0.832	0.894
Talent management	3.24	0.677	0.892
Talent performance management	3.35	0.940	0.711
Talent development	3.28	0.690	0.774
Reward and recognition	2.33	0.601	0.560
Communication	3.59	0.634	0.582
Culture and open climate	3.69	0.805	0.675
Organisational ambidexterity	3.47	0.803	0.900
Exploration	3.29	0.934	0.915
Exploitation	3.66	0.865	0.804

5.1 Instruments reliability

Cronbach alpha was calculated for all variables to determine instrument reliability. Cronbach alpha for three items in servant leadership was 0.943. Cronbach alpha for five items in talent management was 0.892. Cronbach alpha was 0.900 for ambidexterity. This means that the scale has a high level of reliability. To more certainly, the researchers calculated Cronbach alpha for every item alone. Cronbach alpha, mean, and standard deviation for instruments is shown in Table 3. The mean values of the variables in Table 3 range from 3.6 to 2.3. In this case, the standard deviation range for variables is 0.60 to 0.94, which is considered a decent standard deviation. The data does not appear to have deviated significantly from its mean point, and respondents appear to have a good understanding of the required items.

5.2 Correlation test

Pearson correlation was used to test the correlation between all variables. Negative correlation ranges from -1 to 0 , with 0 denoting no correlation, and positive correlation ranges from 0 to 1 , with 1 denoting perfect correlation (Choudhary et al., 2013). Table 4 reveals a positive relationship between servant leadership and talent management with sig. Also, there is a substantial positive correlation between servant leadership and ambidexterity, according to the findings. Finally, shows that ambidexterity has a significant positive correlation with talent management.

Table 4 Pearson correlation table

<i>Relationship</i>	<i>Pearson correlation</i>
SL-TM	0.942**
TM-OA	0.366**
SL-OA	0.494**

Note: *** $p < 0.001$; ** $p < 0.01$.

5.3 Model fit and hypotheses testing

The data's outcomes have been collected. Table 5 shows the results with Chi-square = 0 , Df = 0 , and p -value = *** ≥ 0.001 . CFI, NFI, AGFI, and RMSEA have values of 1 , 1 , 1 , and 0 respectively, and the criteria are given by Roh et al. (2005), McAulay et al. (2006) and Choudhary et al. (2013). Regarding the hypotheses testing, according to Table 6, the standardised direct (unmediated) impact of servant leadership on talent management and organisational ambidexterity ($\beta = 0.805$, $p < 0.00$; $\beta = 0.356$, $p < 0.00$), is significant and positive. Furthermore, the findings indicate that talent management has a significant positive direct impact on organisational ambidexterity with ($\beta = 0.309$, $p < 0.001$). In terms of the indirect impact, the findings indicate that the standardised indirect (mediated) effect of servant leadership on organisational ambidexterity ($\beta = 0.249$, $p < 0.001$) is positive and significant. Therefore, the results indicate that talent management mediates the linkages between servant leadership and organisational ambidexterity. So H1, H2, H3 and H4 hypotheses were accepted.

Table 5 Index of fit of the model

<i>Fit measure</i>	<i>Value</i>	<i>Suggested minimum values from Roh et al. (2005), McAulay et al. (2006) and Choudhary et al. (2013)</i>
Chi-Square	0	
Df	0	
p-value	***	≥ 0.05
CFI	1	≥ 0.9 or ≥ 0.95
NFI	1	≥ 0.9
AGFI	1	≥ 0.8 or ≥ 0.95
RMSEA	0	
Normed Chi-square (Chi-square/Df)	0	≤ 2.0 or ≤ 3.0

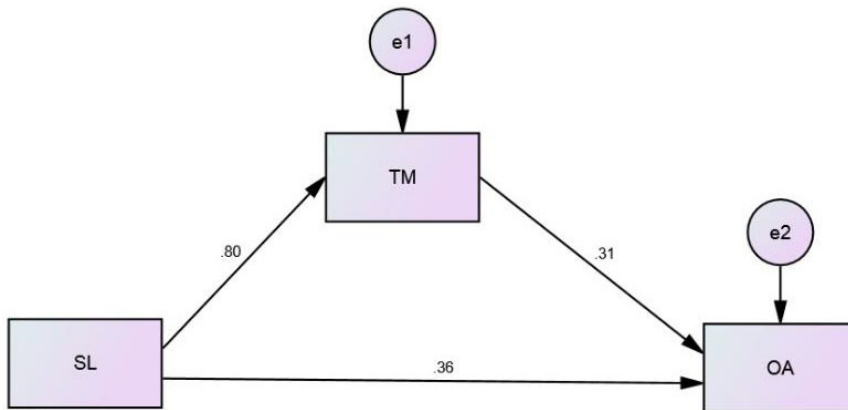
Note: *** $p < 0.001$; ** $p < 0.01$.

Table 6 Standardised direct and indirect effects

<i>Variables</i>	<i>Estimates of β</i>	<i>P-value</i>	<i>Results</i>
SL → TM	0.805	000	Accepted
TM → OA	0.309	000	Accepted
SL → OA	0.356	000	Accepted
SL → OA	0.249	000	Accepted

Note: *** $p < 0.001$; ** $p < 0.01$.

Figure 2 The structural model with path coefficients (see online version for colours)



6 Discussion

This study proposes a research model that illustrates the influence of servant leadership style on organisational ambidexterity with the integration of talent management as an HR practice, building on existing innovation and leadership theories. Over a sample of 262

chemists and pharmacists from research companies, strong evidence was found for the proposed model. The findings have important implications for both researchers and practitioners. Because this is the first applied study to investigate the relationships and integration of servant leadership, talent management, and organisational ambidexterity, it will provide researchers with the theoretical foundation for future research. Practitioners and organisations can rely on the key constructs in the proposed research model to retain and develop servant leaders and talented employees who can explore innovations and exploit scarce resources.

The results showed that servant leadership has a significant positive effect on talent management. This result is partly consistent with the findings of the study conducted by Li and Han (2013), which concluded that servant leadership works to create the best conditions for employee development and makes them more intelligent and self-sufficient. The findings are also consistent with the findings of Choudhary et al. (2013) study which concluded that servant leadership influences employee learning and growth, which in turn improves organisational learning. When the leader considers the needs of the employees and educates them through training, workshops, and seminars, the organisation's knowledge capacity increases, enhancing and improving the organisation's overall performance.

In terms of the impact of talent management practices on exploitation and exploration innovations, the findings of this study revealed that talent management has a significant positive effect on ambidexterity. This result consists with the outcomes of Mkambur and Kamaara (2017) study which affirmed that the training and development that talents receive allows them to increase internal productivity, which directly contributes to employee growth, and that this training and development has a significant impact on improving effectiveness in performing operations, as well as helping the organisation to innovate, which affects the overall performance of the organisation. As an organisation works to increase productivity, motivate employees, and innovate, effective talent management gives it a competitive advantage (Chikumbi, 2011).

Servant leadership had a major positive impact on organisational ambidexterity, according to the findings of this study. These findings are consistent with those of a study conducted by Jansen et al. (2008) which found that executive leaders' ability to combine exploitation and exploration is related to their ability to share vision and rewards. It also agrees with Erkutlu and Chafra (2015) study which confirmed the existence of a positive moral correlation between servant leadership and innovation behaviour. The majority of studies have found that servant leadership boosts employee creativity. For example, Yoshida et al. (2014) and Yang et al. (2017) asserted that servant leadership fosters individual relationships and models of collaboration with leaders, which improves people's creativity and ability to come up with new ideas. Overall, senior management teams play an important leadership role because they can perform and handle a variety of leadership positions in a variety of ways, allowing them to make balanced decisions that allow them to pursue both exploitation and exploration, as well as differentiate between current products and innovation (Carmeli and Halevi, 2009).

The results showed that talent management mediates the relationship between servant leadership and organisational ambidexterity when it comes to the indirect effect through talent management. This result Corresponds to what Aragón-Correa et al. (2007) affirmed that leadership has a strong indirect influence on firm innovation. The findings support (McDermott et al., 2013) assertion that leadership style is critical in promoting HR's

overall strategy and cultivating psychological contracts, both of which are beneficial to the firm and its employees

7 Conclusions, limitations and future research directions

The purpose of this research was to investigate the impact and relationship between servant leadership, talent management, and organisational ambidexterity. Based on the prior literature of servant leadership theory, talent management, and ambidexterity, a research model was proposed and empirically tested. According to the findings of a survey of 262 chemists and pharmacists, the model claimed to be capable of explaining the impact of servant leadership and talent management on ambidexterity. The research model not only provides new theoretical grounds for future research but also provides a list of ambidexterity determinants to organisations.

Accompany with many limitations, this study cannot be generalised for the service sector. This research was carried out on a specific group of people working in pharmaceutical companies. It was also conducted with small sample size and in a cultural context. Manufacturing and service industries may be the source of future research. The studies can be expanded to look at the differences between servant leadership and other ethical leadership styles like transformational and charismatic leadership, as well as their impact on developing and retaining talent, exploration, and exploitation. Future studies must avoid the flaws and take into account the study's strengths and weaknesses, as well as make more changes to the research location, participants, and cultural context. This research can help pharmaceutical executives and employees. Because leadership is so important, this study enlightens managers on how they can improve their relationships with followers while also improving their exploration and exploitation performance. Leaders can use service, humility, and vision to motivate employees to achieve high levels of performance, while employees can benefit from servant leaders in terms of developing their skills and competencies.

References

- Alkerdawy, M.M.A. (2016) 'The relationship between human resource management ambidexterity and talent management: the moderating role of electronic human resource management', *International Business Research*, Vol. 9, No. 6, pp.80–94.
- Allameh, S.M. et al. (2012) 'Human resources development review according to identity, integration, achievement and adaptation model', *International Journal of Academic Research in Business and Social Sciences*, Vol. 2, No. 2, p.42.
- Al-Mowafy, A. (2020) '15 facts about the drug industry in Egypt ... get to know them', *Vetogate* [online] [https://www.vetogate.com/Section-35/معلمة 51-اقتصاد/](https://www.vetogate.com/Section-35/معلمة%2051-اقتصاد/) (accessed 15 October 2020).
- Anderson, J.C. and Gerbing, D.W. (1988) 'Structural equation modeling in practice: a review and recommended two-step approach', *Psychological Bulletin*, Vol. 103, No. 3, pp.411–423.
- Aragón-Correa, J.A., García-Morales, V.J. and Córdón-Pozo, E. (2007) 'Leadership and organizational learning's role on innovation and performance: lessons from Spain', *Industrial Marketing Management*, Vol. 36, No. 3, pp.349–359.
- Armstrong, M. (2006) *Performance Management: Key Strategies and Practical Guidelines*, Kogan Page Publishers, London, UK

- Armstrong, M. and Stephens, T. (2005) *A Handbook of Employee Reward Management and Practice*, Kogan Page Publishers, London, UK.
- Asag-Gau, L. and Van Dierendonck, D. (2011) 'The impact of servant leadership on organisational commitment among the highly talented: the role of challenging work conditions and psychological empowerment', *European Journal of International Management*, Vol. 5, No. 5, pp.463–483.
- Auh, S. and Menguc, B. (2005) 'Balancing exploration and exploitation: the moderating role of competitive intensity', *Journal of Business Research*, Vol. 58, No. 12, pp.1652–1661.
- Barbuto Jr (Jay), J.E. and Gottfredson, R.K. (2016) 'Human capital, the millennial's reign, and the need for servant leadership', *Journal of Leadership Studies*, Vol. 10, No. 2, pp.59–63.
- Barbuto, J.E. and Wheeler, D.W. (2006) 'Scale development and construct clarification of servant leadership', *Group & Organization Management*, Vol. 31, No. 3, pp.300–326.
- Başkarada, S., Watson, J. and Cromarty, J. (2016) 'Leadership and organizational ambidexterity', *Journal of Management Development*, Vol. 35, No. 6, pp.778–788.
- Bass, B.M. and Avolio, B.J. (1993) 'Transformational leadership and organizational culture', *Public Administration Quarterly*, Vol. 17, No. 1, pp.112–121.
- Benabderrahmen, I., Brahmi, M.B. and Hmida, M. (2016) 'Explanatory factors determining ICT adoption level in Tunisian textile companies', *Journal of Behavioural Economics, Finance, Entrepreneurship, Accounting and Transport*, Vol. 4, No. 1, pp.1–7.
- Benner, M.J. and Tushman, M.L. (2003) 'Exploitation, exploration, and process management: the productivity dilemma revisited', *Academy of Management Review*, Vol. 28, No. 2, pp.238–256.
- Bidmon, C.M. and Boe-Lillegraven, S. (2020) 'Now, switch! Individuals' responses to imposed switches between exploration and exploitation', *Long Range Planning*, Vol. 53, No. 6, p.101928.
- Blanchard, K. (2018) *Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations*, FT Press, USA.
- Burton, M.D., O'Reilly, C.A. and Bidwell, M.J. (2012) 'Management systems for exploration and exploitation', in *Academy of Management Proceedings*, Academy of Management, Briarcliff Manor, 10510, NY, p.11809.
- Carmeli, A. and Halevi, M.Y. (2009) 'How top management team behavioral integration and behavioral complexity enable organizational ambidexterity: the moderating role of contextual ambidexterity', *The Leadership Quarterly*, Vol. 20, No. 2, pp.207–218.
- Carter, D. and Baghurst, T. (2014) 'The influence of servant leadership on restaurant employee engagement', *Journal of Business Ethics*, Vol. 124, No. 3, pp.453–464.
- Chen, L. (2008) 'A model of consumer acceptance of mobile payment', *International Journal of Mobile Communications*, Vol. 6, No. 1, pp.32–52.
- Chikumbi, C.N.L. (2011) *An Investigation of Talent Management and Staff Retention at the Bank of Zambia*, Nelson Mandela Metropolitan University.
- Choudhary, A.I., Akhtar, S.A. and Zaheer, A. (2013) 'Impact of transformational and servant leadership on organizational performance: a comparative analysis', *Journal of Business Ethics*, Vol. 116, No. 2, pp.433–440.
- Coetzer, M.F., Bussin, M.H.R. and Geldenhuys, M. (2017) 'Servant leadership and work-related well-being in a construction company', *SA Journal of Industrial Psychology*, Vol. 43, No. 1, pp.1–10.
- Collings, D.G. and Mellahi, K. (2009) 'Strategic talent management: a review and research agenda', *Human Resource Management Review*, Vol. 19, No. 4, pp.304–313.
- Dennis, R.S. and Bocarnea, M. (2005) 'Development of the servant leadership assessment instrument', *Leadership & Organization Development Journal*, Vol. 26, No. 8, pp.600–615.

- Erkutlu, H. and Chafra, J. (2015) 'The effects of empowerment role identity and creative role identity on servant leadership and employees' innovation implementation behavior', *Procedia-Social and Behavioral Sciences*, Vol. 181, pp.3–11.
- Fragouli, E. and Alhaidar, M. (2020) 'The influence of responsible leadership on talent retention', in *CBER-MEC 9th International Conference on Business & Economic Development (ICBED)-A Virtual Conference*, pp.312–323.
- Fu, N. et al. (2015) 'Exploring the relationships between HPWS, organizational ambidexterity and firm performance in Chinese professional service firms', *Journal of Chinese Human Resource Management*, Vol. 6, No. 1, pp.52–70.
- General Authority for Investment and Free Zones (2020) *Pharmaceutical and Medical Industries* [online] <https://www.investinegypt.gov.eg/Arabic/Pages/sector.aspx?SectorId=96> (accessed 15 November 2020).
- Gibson, C.B. and Birkinshaw, J. (2004) 'The antecedents, consequences, and mediating role of organizational ambidexterity', *Academy of Management Journal*, Vol. 47, No. 2, pp.209–226.
- Greenleaf, R.K. (1977) *Servant-Leadership: A Journey into the Nature of Legitimate Power and Greatness*, Paulist Press, New York.
- Gupta, A.K., Smith, K.G. and Shalley, C.E. (2006) 'The interplay between exploration and exploitation', *Academy of Management Journal*, Vol. 49, No. 4, pp.693–706.
- Güttel, W.H. and Konlechner, S.W. (2009) 'Continuously hanging by a thread: managing contextually ambidextrous organizations', *Schmalenbach Business Review*, Vol. 61, No. 2, pp.150–172.
- Hale, J.R. and Fields, D.L. (2007) 'Exploring servant leadership across cultures: a study of followers in Ghana and the USA', *Leadership*, Vol. 3, No. 4, pp.397–417.
- He, Z.L. and Wong, P-K. (2004) 'Exploration vs. exploitation: an empirical test of the ambidexterity hypothesis', *Organization Science*, Vol. 15, No. 4, pp.481–494.
- Huselid, M.A. (1995) 'The impact of human resource management practices on turnover, productivity, and corporate financial performance', *Academy of Management Journal*, Vol. 38, No. 3, pp.635–672.
- Iles, P., Chuai, X. and Preece, D. (2010) 'Talent management and HRM in multinational companies in Beijing: definitions, differences and drivers', *Journal of World Business*, Vol. 45, No. 2, pp.179–189.
- Jackson, N.C., Lescent-Giles, I. and Dunn-Jensen, L.M. (2017) 'Managing careers for ambidexterity and organizational alignment: why it matters today to HR practice', *Organization Management Journal*, Vol. 14, No. 3, pp.147–159.
- Jansen, J.J.P. et al. (2008) 'Senior team attributes and organizational ambidexterity: the moderating role of transformational leadership', *Journal of Management Studies*, Vol. 45, No. 5, pp.982–1007.
- Jansen, J.J.P., Vera, D. and Crossan, M. (2009) 'Strategic leadership for exploration and exploitation: the moderating role of environmental dynamism', *The Leadership Quarterly Journal*, Vol. 20, No. 1, pp.5–18.
- Jiang, K. et al. (2012) 'How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms', *Academy of Management Journal*, Vol. 55, No. 6, pp.1264–1294.
- Jones, J.T. et al. (2012) 'Talent management in practice in Australia: individualistic or strategic? An exploratory study', *Asia Pacific Journal of Human Resources*, Vol. 50, No. 4, pp.399–420.
- Jørgensen, F. and Becker, K. (2017) 'The role of HRM in facilitating team ambidexterity', *Human Resource Management Journal*, Vol. 27, No. 2, pp.264–280.
- Kehoe, R.R. and Wright, P.M. (2013) 'The impact of high-performance human resource practices on employees' attitudes and behaviors', *Journal of Management*, Vol. 39, No. 2, pp.366–391.

- Knight, E. and Cuganesan, S. (2020) 'Enabling organizational ambidexterity: valuation practices and the senior-leadership team', *Human Relations*, Vol. 73, No. 2, pp.190–214.
- Lavie, D., Stettner, U. and Tushman, M.L. (2010) 'Exploration and exploitation within and across organizations', *Academy of Management Annals*, Vol. 4, No. 1, pp.109–155.
- Lawton, L.J. and Weaver, D.B. (2010) 'Normative and innovative sustainable resource management at birding festivals', *Tourism Management*, Vol. 31, No. 4, pp.527–536.
- Lewis, R.E. and Heckman, R.J. (2006) 'Talent management: a critical review', *Human Resource Management Review*, Vol. 16, No. 2, pp.139–154.
- Li, Y.B. and Han, N.N. (2013) 'The research on the relationship between servant leadership and knowledge team performance', in *The 19th International Conference on Industrial Engineering and Engineering Management*, pp.577–586, Springer, Berlin, Heidelberg.
- Liden, R.C. et al. (2005) 'Development of a multidimensional measure of servant leadership', in *the Annual Meeting of the Southern Management Association*. Charleston, SC.
- Liu, L. et al. (2012) 'The mediating role of psychological capital on the association between occupational stress and depressive symptoms among Chinese physicians: a cross-sectional study', *BMC Public Health*, Vol. 12, No. 1, pp.1–8.
- Lorsch, J.W. and Tierney, T.J. (2002) *Aligning the Stars: How to Succeed When Professionals Drive Results*, Harvard Business Press, Massachusetts, USA.
- Lubatkin, M.H. et al. (2006) 'Ambidexterity and performance in small-to medium-sized firms: the pivotal role of top management team behavioral integration', *Journal of Management*, Vol. 32, No. 5, pp.646–672.
- Luz, M.M.D.C.P. and Sousa, M. (2018) 'Incorporating organizational ambidexterity in the public sector through servant leadership', in *Practicing Servant Leadership*, pp.231–248, Palgrave Macmillan, Cham.
- Maclean, M., Harvey, C., Golant, B.D. and Sillince, J.A. (2020) 'The role of innovation narratives in accomplishing organizational ambidexterity', *Strategic Organization*.
- March, J.G. (1991) 'Exploration and exploitation in organizational learning', *Organization Science*, Vol. 2, No. 1, pp.71–87.
- McAulay, B.J., Zeitz, G. and Blau, G. (2006) 'Testing a 'push-pull' theory of work commitment among organizational professionals', *The Social Science Journal*, Vol. 43, No. 4, pp.571–596.
- McDermott, A.M. et al. (2013) 'Promoting effective psychological contracts through leadership: the missing link between HR strategy and performance', *Human Resource Management*, Vol. 52, No. 2, pp.289–310.
- Mkambur, M. and Kamaara, D.M. (2017) 'Influence of talent management on employee performance at the United Nations: a case of world food programme', *The Strategic Journal of Business & Change Management*, Vol. 4, No. 2, pp.28–48.
- Moreno-Luzon, M.D. and Gil-Marques, M. (2015) 'The contribution of TQM to organizational ambidexterity: the state of the art and promising research streams', in *Achieving Competitive Advantage through Quality Management*, pp.293–305, Springer International Publishing, Switzerland.
- Mukonoweshuro, J.Z., Sanangura, C. and Munapo, E. (2016) 'The role of servant leadership and emotional intelligence in managerial performance in a commercial banking sector in Zimbabwe', *Banks and Bank Systems*, Vol. 11, No. 3, pp.94–108.
- Nazim, M. et al. (2020) 'The impact of innovation leadership on organizational performance: mediated role of organizational ambidexterity', *Al-Qalam*, Vol. 25, No. 1, pp.529–548.
- O'Reilly, C.A. and Tushman, M.L. (2013) 'Organizational ambidexterity: past, present, and future', *Academy of management Perspectives*, Vol. 27, No. 4, pp.324–338.

- Palm, K. and Lilja, J. (2017) 'Key enabling factors for organizational ambidexterity in the public sector', *International Journal of Quality and Service Sciences*, Vol. 9, No. 1, pp.2–20.
- Posch, A. and Garaus, C. (2020) 'Boon or curse? A contingent view on the relationship between strategic planning and organizational ambidexterity', *Long Range Planning*, Vol. 53, No. 6, p.101878.
- Raisch, S. et al. (2009) 'Organizational ambidexterity: balancing exploitation and exploration for sustained performance', *Organization Science*, Vol. 20, No. 4, pp.685–695.
- Rao-Nicholson, R. et al. (2020) 'The contingent role of distributed leadership in the relationship between HR practices and organizational ambidexterity in the cross-border M&As of emerging market multinationals', *The International Journal of Human Resource Management*, Vol. 31, No. 2, pp.232–253.
- Roh, T.H., Ahn, C.K. and Han, I. (2005) 'The priority factor model for customer relationship management system success', *Expert Systems with Applications*, Vol. 28, No. 4, pp.641–654.
- Saunders, M., Lewis, P. and Thornhill, A. (2003) 'Research methods for business students', *Financial Times*, Prentice Hall, Essex.
- Shaemi, A., Allameh, S.M. and Bajgerani, M.A. (2011) 'Impact of talent management strategies on employees' emotional intelligence in Isfahan Municipality (Iran)', *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, No. 6, pp.229–241.
- Shastri, R.K., Mishra, K.S. and Sinha, A. (2010) 'Charismatic leadership and organizational commitment: an Indian perspective', *African Journal of Business Management*, Vol. 4, No. 10, pp.1946–1953.
- Silzer, R. and Dowell, B.E. (2009) *Strategy-Driven Talent Management: A Leadership Imperative*, in Silzer, B.E. and Dowell, R. (Eds.), John Wiley & Sons, USA.
- Simsek, Z. (2009) 'Organizational ambidexterity: towards a multilevel understanding', *Journal of Management Studies*, Vol. 46, No. 4, pp.597–624.
- Son, J. et al. (2018) 'Double-edged effect of talent management on organizational performance: the moderating role of HRM investments', *The International Journal of Human Resource Management*, Vol. 31, No. 17, pp.2188–2216.
- Swails, S. and Blackburn, M. (2016) 'Employee reactions to talent pool membership', *Employee Relations*, Vol. 38, No. 1, pp.112–128.
- Sweem, S.L. (2009) *Leveraging Employee Engagement through a Talent Management Strategy: Optimizing Human Capital through Human Resources and Organization Development Strategy in a Field Study*, Benedictine University.
- Van Dierendonck, D. (2011) 'Servant leadership: a review and synthesis', *Journal of Management*, Vol. 37, No. 4, pp.1228–1261.
- Van Dierendonck, D. and Nuijten, I. (2011) 'The servant leadership survey: development and validation of a multidimensional measure', *Journal of Business and Psychology*, Vol. 26, No. 3, pp.249–267.
- Tang, K., Robinson, D.A. and Harvey, M. (2011) 'Sustainability managers or rogue mid-managers? A typology of corporate sustainability managers', *Management Decision*, Vol. 49, No. 8, pp.1371–1394.
- Tansley, C. (2011) 'What do we mean by the term 'talent' in talent management?', *Industrial and Commercial Training*, Vol. 43, No. 5, pp.266–274.
- Úbeda-García, M. et al. (2020) 'Toward a dynamic construction of organizational ambidexterity: exploring the synergies between structural differentiation, organizational context, and interorganizational relations', *Journal of Business Research*, Vol. 112, pp.363–372.
- Yang, J., Liu, H. and Gu, J. (2017) 'A multi-level study of servant leadership on creativity: the roles of self-efficacy and power distance', *Leadership & Organization Development Journal*, Vol. 38, No. 5, pp.610–629.

- Yoshida, D.T. et al. (2014) 'Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality', *Journal of Business Research*, Vol. 67 No. 7, pp.1395–1404.
- Yu, X. et al. (2014) 'Ties with government, strategic capability, and organizational ambidexterity: evidence from China's information communication technology industry', *Information Technology and Management*, Vol. 15, No. 2, pp.81–98.
- Zain-ul-Abidin, R. and Qammar, R. (2020) 'Mediating and moderating role of organizational ambidexterity and innovative climate among leadership styles and employee performance', *Journal of Management Info*, Vol. 7, No. 1, pp.1–9.