

# Conceptualizing Ambidextrous Leadership in Educational and Higher Education Organizations: A Qualitative Approach Based on Study Synthesis

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## Editor

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The sentence "Innovative work behavior encourages individuals to showcase their innovative ideas and thoughts" is repetitive. Consider integrating it with the preceding sentence for better flow.

The process for using the bibliometric tool is briefly mentioned. Explain why this tool was chosen over other bibliometric tools and its unique contributions to your analysis.

"Collaboration and Team Building" as a code lacks granularity. Include examples of what specific collaborative behaviors or strategies were identified in the reviewed literature.

"Academic staff should embrace technology-based learning" – This is a strong recommendation. Provide evidence or examples that demonstrate the success of such initiatives.

Descriptive statistics are mentioned but not detailed. Provide examples of the descriptive results (e.g., publication trends, geographic distribution) to enrich the narrative.

Authors revised the manuscript and uploaded the new document.

### 1.2. *Reviewer 2*

Reviewer:

"Ambidextrous leaders can create an environment of creativity and innovation" – Provide examples or references that directly link ambidextrous leadership to proven innovation outcomes.

The phrase "maintaining a positive outlook" is vague. Clarify what specific leadership behaviors constitute a "positive outlook" and how they foster ambidexterity.

While keywords and databases are mentioned, the criteria for inclusion and exclusion of articles should be more explicit. Were there specific timeframes or quality metrics applied?

The concept of ambidextrous universities is compelling. Consider adding real-world examples of universities successfully embodying this concept to enhance practical relevance.

The metaphor of the octopus is engaging but could benefit from clarification. Specify how the metaphor applies to managing conflicting university missions.

The statement "ambidextrous leadership has significant implications" is broad. Specify what these implications are and for whom (e.g., policymakers, university leaders, faculty).

Authors revised the manuscript and uploaded the new document.

## 2. **Revised**

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.