

## Ambidextrous Leadership and Entrepreneurial Orientation: A Dual-Path Strategy for Enhancing Operational Performance in Pakistan's Pharmaceutical Sector

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### Abstract

**Purpose** - This study aims to investigate how ambidextrous leadership has contributed to the entrepreneurial orientation and enhanced operational performance of pharmaceutical firms in Pakistan. The study aims to determine the mediating role of entrepreneurial orientation in the connection between operational performance enhancement and ambidextrous leadership.

**Design/Methodology** - We have successfully collected a sample of 335 individuals working as middle managers and top management team members in pharmaceutical companies in Pakistan. The data analysis was conducted using SmartPLS software version 4.2.

**Findings**- The results of the research showed that there exists a positive influence of ambidextrous leadership on entrepreneurial orientation. The predictive role of entrepreneurial orientation in improving the performance of an organization's operations is also shedding light on the results of the research work. The convergence of leadership, Entrepreneurship, and streams of operations management is assisting this research to deliver to managerial literature. Additionally, the mediator of the entrepreneurial orientation of ambidextrous leadership is an improved operational performance relationship.

**Theoretical Implications**- research is based on the magnitude of impact of Entrepreneurial orientation (EO) on the OP (Operational performance) in terms of the help of RBV theory or Resource-based view theory of the firm or organization, which is developed and enhanced in contrast to the theory of dynamic capabilities.

**Managerial Implications** - The management of the organization should not overlook the importance of Operational Performance (OP) actions and initiatives in their approach, as they should not entirely rely on factors such as technology transfer. However, at the same time, they should strike a balance between cultivating an entrepreneurial style and promoting technology transfer among the organization's workforce or employees.

**Keywords:** Operational Performance, Ambidextrous Leadership, Entrepreneurial orientation, pharmaceutical companies, Pakistan

### Introduction

Literature at lower levels has debated that most successful organizations belong to type ambidextrous organizations, with the assistance of top management teams and top management position holders who have a mindset of ambidextrous leadership style (AlSaied & Alkhoraif, 2024). Ambidextrous organizations refer to those organizations that seek to balance the qualities of exploitation and exploration simultaneously (Jain, Badra, & Vichore, 2024). The ambidextrous organizations attain the level of their ambidexterity under the condition of balancing both their exploitative and exploratory capabilities simultaneously (Narayanan & Altay, 2024). Research highlighted that the improvement of OP stood out as the improvement of the response by an organization to the changing environment concerning the rivals (Bag et al., 2025). EOP of the organization drives the organization to become competent in being able to advance and transform its processes, qualities, and features in a swift or prompt manner (Khosroniya, Hosnavi, & Zahedi, 2024). It is stated that, the organizations who are already in a state of being very much concentrated about having mindset of innovativeness and mindset of having pro-active approach can generate more and increased OP to the organization which will lead an organization to become more productive in introducing innovations in processes in their products or services (Barua & Kaiser, 2024). EO fosters innovation, risk-taking, and proactive decision-making, which are critical for staying competitive. Thus, a strong EO drives innovation and agility, ultimately leading to enhanced OP (Mahmood & Mubarik, 2020).

In addition, Moreover, the theory of EO can be described as such: EO is a quality of going as pro-activeness, in accordance with the rule of innovativeness and in accordance with the attitude of risk-taking (Clark, Pidduck, Lumpkin, & Covin, 2024). The reason why EO transfers employees is that they seek proactively on great and innovative means to realize a better process in terms of arriving at a good value chain process in the organization (Prasannath, Adhikari, Gronum, & Miles, 2024). It can be said that EO can be understood as a result of the improvement, flexibility of process, cost-efficiency, attainment of the improved quality of service or product, and attainment of the effective degree of delivery success in the organization (Clark, Covin, & Pidduck, 2025). Therefore, this point confirms that EO is the key source of achieving performance excellence in any organization. AL promotes EO through its balancing between the exploration of new possibilities and exploiting the current strengths, and innovating and growing (Shahbaz, Mubarik, & Mahmood, 2021).

One can say that AL has the attribute of forecasting or nurturing towards going proactive, going innovative, and even becoming a risk-taking mind of employees (Jain et al., 2024). In this regards, literature backs the thought of AL, since it is as the linkage or interplay among the two management styles of leadership with the nature complimentary, which will be the two opening and closing styles of leadership, wherein this factor can aid in sustaining the two forces of exploratory forces and parallel to it the exploitative forces (Gianzina & Paroutis, 2025). Further, the leadership style of nature or characteristic of ambidexterity assists the obtaining the balance of the level of such emotional balancing of characteristic and mindset of bringing the change and continuity in the workforce (Jia, Liu, Zhang, & Luo, 2024). Together with this, an open leadership behavior style is also applied by ambidextrous leaders to inspire or bring about encouragement among the employees of the organization (Mubarik, Bontis, Mubarik, & Mahmood, 2022). The issue that organizations are witnessing now is, organizations desire to increase their OP, and this is an excellent thing that organizations should achieve sustainable competitive advantage over other competitors in achieving their desired targets (Nilashi et al., 2025). It is due to the fact that it is not always the case that managerial staff and the top management team are not in an AL mindset and have less power to move towards the entrepreneurial-oriented environment (Kamran, Ahmad, & Aslam, 2024). Hence, to improve the OP of the organization, in what functions of EO and AL can be useful in eliminating this issue? The research gap in this research work was realized because in past research conducted, they have not worked on the investigation of the relation between EO and AL (Indriyani, Utami, & Afrianty, 2024). The second objective is to test or evaluate the role of EO in the increased OP in drug firms in Pakistan. Therefore, through undertaking this study, this research will be of assistance to fill these research gaps.

In this study, the relation between EO and AL studied in this paper, it involves that in organizations where the goals are aligned and proper relationships are held in relation with the workforce then in such organizations it is observed that the employees work in a more cooperative and supportive mode towards the entrepreneurial strategic position and thus in

turn enables the organization to generate effective and powerful organizational social capital (Stasa Ouzký & Machek, 2024). It assists the organization in establishing such long-lasting, solid relationships of trust and the goal congruency of the employees (Loukopoulos, Papadimitriou, & Glaveli, 2024). Through this research, organizations will be able to increase their OP and have a good and uplifting relationship between the middle-level managers and the top management team (Mubarik, Naghavi, & Mahmood, 2019). It will assist the organizations to build a culture of making the organization significant in becoming innovative with its managerial workforce, which in effect will render better OP.

### Research Objective

Objectives of the research are as follows:

- To examine the role of ambidextrous leadership in achieving enhanced operational performance in pharmaceutical companies in Pakistan.
- To examine the role of entrepreneurial orientation between ambidextrous leadership and enhanced operational performance in pharmaceutical companies in Pakistan.
- To test the ambidextrous leadership influence on entrepreneurial orientation.

## Literature Review

### Theoretical framework

#### *Resource-Based View (RBV) and Dynamic Capability Theory (DCT)*

Theory of Resource-Based View (RBV) and Dynamic Capability Theory (DCT), in essence, offer a strong theoretical base in comprehending how companies can develop competitive advantage and operate well through the exploitation of internal resources and capabilities that drive long-term competitive advantages (Hafnidah, Gustomo, Prasetyo, & Abdurrahman). This study combines such viewpoints to discuss how a mix of AL and EO affects on improved performance of the operations (Odhano, Mahmood, Naqvi, & Ahmed, 2025). Exploratory and exploitative activities balance in pursuit of AL that is linked with a focus on organizational resources that are unique by RBV, yet it is explained by DCT that firms dynamically reconfigure organizational resources to meet changing environments (Wan, Chun, Xue, & Shehzad, 2025). Using DCT, ambidexterity leaders will help companies achieve both incremental and radically innovative development (Khoerunisa, Hermawan, & Rustono, 2024). Based on the RBV point of view, EO becomes conducive to sustainable advantage when integrated into the firm's culture and processes (Siddique, Mohd Zin, & Ismail, 2025). RBV indicates that organizations with strong leadership and entrepreneurship skills will succeed in optimizing their resources and that the consideration and constant adaptation are of the essence in keeping things on track on performance (Santoso, Fadillah, & Supriatna, 2025).

### Ambidextrous Leadership

AL involves the idea of maintaining a balance between the exploitative and exploratory abilities simultaneously by the top managerial teams of organizations (Tho, Trang, & Thu, 2025). The idea of the AL is observed in literature, and it is the way of leadership in an organizational structure between the reins of middle management and the top management group (El-Gazar, Baghdadi, Abdelaliem, & Zoromba, 2024). It includes the principle of maintaining a balance in the exploitative and exploratory capacities concurrently at the managerial level teams of the organizations in achieving maximum or superior OP (Harandi, Khamseh, & Sana, 2024). AL is an active process allowing leaders to observe two very important and at the same time competing business priorities that are exploration and exploitation of a business (Mutonyi, González-Piñero, Slåtten, & Lien, 2024). Effective ambidextrous leaders find a compromise between these two ways of thinking so that their firms can be successful in the short run as a result of their effective operations and consider improvements in the long-term perspective at the same time by investing in creativity and flexibility (Yan, Lian, & He, 2024).

### Entrepreneurial Orientation

The idea destined as term EO can be found in the literature as it guides the organization the direction and the level of a degree in which an organization is ever increasingly proactive in its activities, ever more innovative and takes it all the way, as the risk taking organization (Kusa, Suder, & Duda, 2024). Furthermore, implied the fact that EO carries a value of being the driving force of the performance excellence of the organization (Ferreira, Fernandes, & Veiga, 2025). When the EO is high, firms become innovative; they always look forward to new solutions and novel products to become the

leaders in the trends of the industry (Khodor, Aránega, & Ramadani, 2024). They are also open to risks, which are well calculated as they invest in opportunities that are probable to have high returns and at the same time have no assurance of paying (Riaz, Yanqing, Ishaq, Raza, & Siddiqui, 2024). The proactive nature makes them seek to foresee the changes in the market and move first, ahead of the competition with the first-mover advantage (Mondal, Singh, & Gupta, 2024).

### **Enhanced Operational Performance**

Literature supports the term OP has the support of literature which is that OP is the output or the results that are achieved in the organization, this can help the organization move on towards the realization of the competitive advantage of the organization (Prashar, 2024) which can cause the organization to move towards sustainable competitive advantage concerning that organization (Barakat, Ali, Madkour, & Eid, 2024). In the case of an organization, sustainable competitive advantage demonstrates the distinct position of the organization in the rivals or competitor organizations and hence the drive of the organization to ensure it brings a stellar performance every time (Vadivel, Kumar, & Verma, 2024). Through OP of the organization, the organization becomes able to expand its features rapidly so that it can take action with a proactive mindset and behavior response to the changes in moves by competitors in the market and changing market conditions in market (Graham & Nelson, 2025). In this competitive world, it is not only the cost that determines excellence in operations, but also the ability of the operations to respond and be agile to these changes in operations (Pak, Chang, Kwon, & Cho, 2025). OP masters can address customer expectations, disruptions, and sustainability growth better since it is the major constituent of business sustainability in the long run (Kassem, 2024).

### **Ambidextrous Leadership and Enhanced Operational Performance**

Literature supports the point that the nature of ambidextrous leaders brings the organization to continue being adaptive and move out of the control of the powers or the forces of selection of the environment. (Yasmeen & Ajmal, 2024). The AL is essentially central in boosting the organizational performance, and through this AL, two imperative organizational necessities are balanced, which include: Exploration (innovation and adaptability), and exploitation (efficiency and execution) (Nyamboga, 2025). The exploitation driver guarantees efficient operations, cost effectiveness, and stability of quality, which are the most significant determinants of short-term performance (Rafiq & Khan, 2024). The other factor is exploration, which promotes new ways of doing things, relentless improvement, new processes, and agility, which are necessary to remain competitive in the long run (Jain et al., 2024). It is a balance that will reduce the tradeoff between stability and change, and will enable organizations to sustain excellence in operations at the same time as enabling them to deal with changes in the marketplace (Babu, Prasad, & Prasad, 2024). Evidence indicates that companies that employ AL are associated with better operational results as well as improved productivity, quick responses, and recumbence (Effendi, So, Setiadi, & Soepriyanto, 2024). As per the above discussion, the following hypothesis is proposed:

**H1.** The AL is positively concerned with the enhanced OP.

### **Ambidextrous Leadership and Entrepreneurial Orientation**

Theoretical and Empirical literature has proposed that ambidextrous leaders promote an organizational environment that thrives on EO through counterbalancing orderly procedures (exploitation) with innovative experimentation (exploration) (Zhang & Suntrayuth, 2024). To give an example, leaders who encourage flexibility and control will build an organizational culture that allows employees to take calculated risks, which are among the critical dimensions of EO (Indriyani et al., 2024). In addition, AL instills a learning culture in which employees learn to become cognitively flexible and identify business opportunities, adhering to operational discipline (Riyanto, 2024). Such a balance is especially important in a dynamic environment where firms will be required to exploit existing competencies (exploitation) in addition to exploration of new competencies to maintain a competitive advantage (Li, Ming, & Song, 2024). Based on these theoretical and empirical considerations, it is hypothesized that an AL is positively correlated with the entrepreneurial orientation, since leaders who manage to strike the balance between exploitative and exploratory actions create an organizational culture that promotes innovativeness, pro-activeness, and risk-taking (Ebraheem & Rashed, 2024). As per the above discussion, the following hypothesis is proposed:

**H2.** The AL is positively concerned with the entrepreneurial orientation.

### Entrepreneurial Orientation and Enhanced Operational Performance

EO contributes to greater operational efficiency since it creates a culture of innovation and responsiveness to challenges and flexible problem-solving methods in an organization (Marei, Ashal, Abou-Moghli, Daoud, & Lutfi, 2024). Companies in the high category of the EO focus more on innovativeness, enabling them to create more efficient processes, adopt advanced technologies, and enhance product quality, among the main contributions to operational excellence (Berndt, Gomes, & Borini, 2024). Their aggressiveness allows them to take risks and invest in process automation and enhancement even under ambiguous circumstances, and the result of such behavior is efficiency in the long run (Kusa et al., 2024). Positive thinking guarantees that they are alert to possible bottlenecks in their operations and act before the problem gets out of hand, hence reducing waste and downtimes (Baquero, 2025). The competitive aggressiveness makes these firms engage in constant benchmarking and optimization towards the best practices in the industry, and the autonomy allows employees to recognize operational enhancements and undertake them efficiently at every level of operation (Hanoum, Palalic, Durman, & Shubbak, 2025). As per the above discussion, the following hypothesis is proposed:

**H3.** EO has a positive relationship with the OP.

### Conceptual Framework

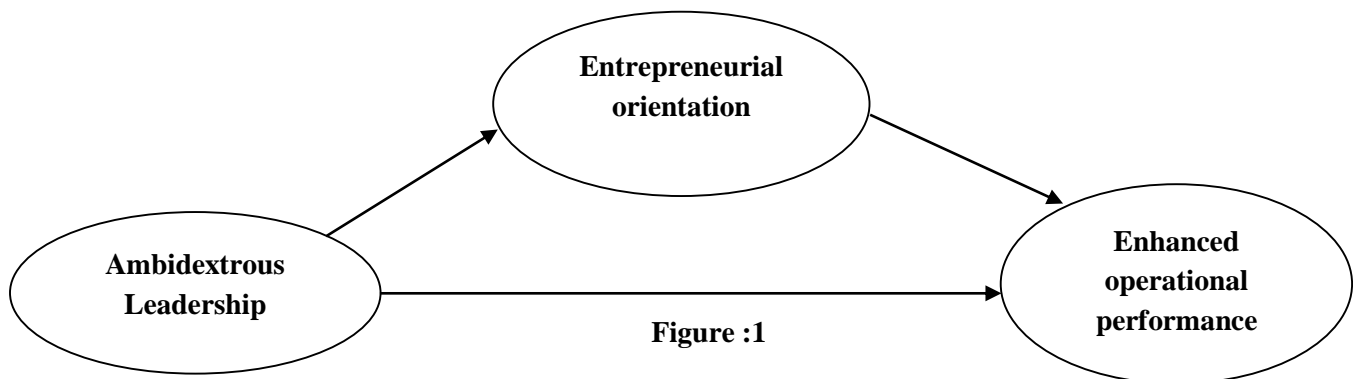


Figure :1

### Methodology

#### Survey instrument

In this research, the researcher has developed a questionnaire based on previous studies. First four deep interviews were done through senior level middle managers and members of top management team to verify the completeness of questionnaire, clarity of questionnaire and relevance of questionnaire items to achieve the valid measures of research after those interviews some important changes were made in the questionnaire as a result of those expert top management team members and middle managers working in pharmaceutical companies in Pakistan. To measure the opinions of the respondents with regard to all variables, a Likert-type scale was used wherein the respondent had to tick over numbers corresponding to the column box option.

#### Data and sample collection

In this research, the main data will be gathered by taking a sample of middle managers as well as the Top management team workforce that offers their services to the pharmaceutical companies of Pakistan. In the collection of data, the respondents were involved in a questionnaire survey. In Pakistan, a questionnaire survey was administered to members of the top management team and workforce on the middle managers in the pharmaceutical firms. The prospective respondents in the pharmaceutical companies in Pakistan were administered with 450 questionnaire survey. In the 450 questionnaires, 335 were fully completed. The questionnaire survey achieved data analysis by the use of a sufficient



number of questionnaires. The study used a convenience sampling method and a non-probability sampling method. Approximately 107 companies were handed a questionnaire. Finally, the final sample of pharmaceutical companies was the 58 Pharmaceutical companies.

### PLS-SEM analysis

The partial least squares structural equation modeling (SEM-PLS) was adopted by the current study to facilitate the characterization of a study, as it facilitates the concurrent evaluation of the measurement model and the structural model. PLS-SEM as a causal modeling approach implies an attempt to maximize the variance in the dependent latent constructs. There has recently been a huge penetration of PLS-SEM in the hospitality and leisure research in addition to the penetration into many other areas of scientific research, including computer sciences, engineering, environmental sciences, medicine, political sciences, psychology, and sociology (Becker, Cheah, Gholamzade, Ringle, & Sarstedt, 2023).

**Table 1: Constructs and items overview**

Constructs	Items
<b>Ambidextrous Leadership</b>	Our supervisor encourages us to perform experimentation with different ideas. Our supervisor has specific aims and motives toward taking risks. Our supervisor keeps monitoring activities and controlling goal achievements. Our supervisor always takes actions as corrective action. Our supervisor supports us in engaging in activities requiring us to learn new skills or knowledge.
Entrepreneurial orientation	Our organization encourages experimentation with different ideas. Our organization is motivated to take risks. Our organization gives room for my ideas. Our organization encourages error learning. Our organization allows different ways of accomplishing a task.
Enhanced Operational performance	Managerial teams are efficiently innovating and bringing new products and services to market. Managerial teams are effectively managing the environmental and community involvement of the workforce in our organization. The workforce is growing relationships with Customers in our organization. Committed leadership has obtained operational excellence in the workforce of the organization. The organization is getting enhanced employee productivity.

**Table 2: Respondents' profile**

	Frequency	Percentage
<b>Gender</b>		
Male	244	75.3%
Female	79	24.7%
<b>Designation</b>		
Top manager team members	171	52.8%
Middle Managers	152	47.2%
<b>Experience in years</b>		
Less than 3	30	9.3%

4-6	44	13.6%
7-9	91	28.1%
10-12	80	24.7%
Above 12	78	24.4%

### Results

#### Assessment of the formative construct

Outer Loadings represent outer item reliability because we are aware that values are supposed to be equal to or above 0.70 of outer loadings so, at the same we can say that items with item loading equal to or above 0.70 will be considered as consequence in this model as total it used 13 were used with loadings 0.70 and between 0.80 which is given here:

**Table 3 Discriminate and Convergent Validity**

Constructs	Items	Loadings	AVE	CR	Cronbach's Alpha
<b>Ambidextrous Leadership</b>	V1Q1	5.536	0.533	0.819	0.722
	V1Q2	5.682			
	VIQ3	6.360			
	V1Q4	4.711			
<b>Entrepreneurial Orientation</b>	V2Q1	11.607	0.544	0.84	0.797
	V2Q2	22.275			
	V2Q3	22.647			
	V2Q4	15.889			
	V2Q5	4.909			
<b>Enhanced Operational Performance</b>	V1Q1	16.893	0.568	0.856	0.749
	V1Q2	10.755			
	VIQ3	18.706			
	V1Q4	12.718			

Variance inflation factor is connoted here in order to measure or aim at detecting co-linearity, or rather its values or results here must be less than 5 or equal to 5 respectively, as a result, here the values are less than 5, which indicates that there is no co-linearity among indicators.

**Table 4: VIF loadings**

Constructs	VIF	Loadings
<b>Ambidextrous Leadership</b>	V1Q1	1.194
	V1Q2	1.275
	V1Q3	1.652
	V1Q4	1.696
<b>Entrepreneurial Orientation</b>	V2Q1	1.421
	V2Q2	1.504
	V2Q3	1.625
	V2Q4	1.593
	V2Q5	1.596
	V3Q1	1.459
<b>Enhanced Operational Performance</b>	V3Q2	1.378
	V3Q3	1.439
	V3Q4	1.483

### Measurement of the final research model

Through the descriptive analysis, it is established that most of the derived data is spreading towards the mean values since the figures of SD are falling between 1 and 0.885, and that is why significant criteria are achieved through data.

**Table 5: Descriptive statistics**

	Mean	Standard deviation
<b>Ambidextrous Leadership</b>	3.83	1.06
<b>Entrepreneurial orientation</b>	3.95	0.974
<b>Enhanced operational performance</b>	4.02	0.885

As per the obtained results, path analysis indicates that the coefficients of the intervals have achieved the desired results as per the Hypothesis testing:

**Table 6: Path Coefficient and Specific Indirect Effects**

Relationships	Coefficients	t-statistics	P values	Results
<b>Direct effect</b>	0.230	3.568	0.000	Supported
<b>AMBDLEAD -&gt; ENHCDOPERPERF</b>				
<b>AMBDLEAD -&gt; ENTREORIENT</b>	0.216	3.609	0.000	Supported
<b>ENTREORIENT -&gt; ENHCDOPEPER</b>	0.30	4.304	0.014	Supported
<b>Specific Indirect</b>	0.022	1.94	0.063	Not supported
<b>AL-EO-EOP</b>				
<b>AL-EO-EOP</b>	0.021	1.95	0.065	Not supported

### Discussion and Conclusion

The outcome of this study involves the fact that the literature at the managerial level has been very much stretched in various forms or directions. At the first step, the research adds to the literature billions of golds as opening a new model of operating performance and ambidextrous leadership mediated by the mode of Entrepreneurial orientation (EO). The literature that has worried about the leadership has put up the predictive way of leadership style of the Entrepreneurial orientation (EO): It is, therefore, implied that new scholar way of care and attention is provided to the transformational style of leadership owing to its variability power towards energizing the innovativeness power in action. The defining features of this study are that this study itself is drawing a line in the sand when it comes to previous works in Entrepreneurial orientation (EO) and Leadership models, in so far as how these two divergent forces in the (AL) ambidextrous leadership contribute to it, Entrepreneurial orientation (EO). Such kind of these two contrasting changing synergies of shifting forces as exploitative forces or incremental forces within the orbit of leadership behavior style of closing and exploratory forces or revolutionary forces within the orbit of leadership behavior style of opening goes as way to nurture all the constituents of Entrepreneurial orientation (EO) as the extra incremental force in itself induces change on singly basis that may lead to derivation of innovativeness style of degree, in such kinds of case it happens to be that it may not be sufficient or superior stronger enough to get behavior kindled of risk taking and proactive. This process of synergy curls back and down the opposition of the workforce of the organization, and in its path, activating the style of doing the acts in an exploratory mode, in the context of doing the acts, then they become able to adopt the style of innovations gradually and progressively. Through the assistance of behavior mode as closing leadership behavior, ambidextrous leaders present possibilities and prospects in putting out to offer to the workforce of the organization to adaptability at a low and adequate structure of time to agree to the new effort of quality management and new technology.

Here, the operational performance adds breadth to this research with the assistance of determining the chain of effects between the Entrepreneurial Orientation (EO) to the ambidextrous leadership as the antecedents of the OP (operational



performance). The effect of to approach of quality management in an organization or mindset toward the technological changes as a result of bringing improvement in OP (Operational performance) has been the research that has been concerned with the OP (Operational performance). Rather than this, the force style of change forces as Entrepreneurial orientation (EO) in umbrella of AL (ambidextrous leadership) resorts to modifying and propagating the method of the use of latest and newer kind of technologies as well as that of the quality management getting the Enhanced degree of OP (Operational performance) which has not been discussed above. Besides, it has found out in this research work that without Entrepreneurial orientation (EO) as the source of change the direction in technological upgrade and change, there will be minimal level of motivation among members of organization to gear themselves or get themselves involved in alteration of formulation of the technological strategy and also applying innovative ways in use of latest technology and transforming their abilities in producing new and innovative services to the organization or products to the organization.

### **Theoretical implications**

The scope of RBV theory or resource-based view theory and dynamic capabilities theory is not only broadened in further research but along it the following too gets implied that the future research should take heed in the consideration of the mediator being dynamic capabilities in the establishment of links with performance in the case of Entrepreneurial orientation (EO). Moreover, this current study reports on the degree of impact of the Entrepreneurial orientation (EO) concerning the OP (Operational performance), which is articulated through the aid of RBV theory or Resource-based view theory of the firm or organization, which is cumulative and augmented versus the theory of dynamic capabilities.

### **Managerial implications**

Implication due to the findings of this study is that the improvement in the OP (Operational performance) cannot be introduced without the use or support of soft change bringing factors such as Entrepreneurial orientation (EO). The organization leadership, therefore, should not go into developing the OP (Operational performance) actions and initiatives with the mindsets of their own, with absolute reliance on such like tough factors, such as transfer of technology, where along it should get the balance in between the cultivation of values, the cultivation of entrepreneurial style and the transfer of technology among the workers or staff members of the organization. This concept has been introduced through the angle of change management. The organizational leaders in such organizations must initiate towards the introduction of new programs of trainings and the creation new programs of trainings because it is not only in these trainings programs that they provide enhancement and incremental level of knowledge of the employees to the latest and modern technologies and the latest approach or technique of quality management approach that should be exemplified in such organizations, but at the same time there is the need to instill the values style of entrepreneurial in the thinking style and into the Pacific of minds of the workforce or the employees working in such organizations. Along this all, instead of just adopting the latest and modern technologies and also coercing their workforce or employees within their organizations to adopt or follow, instead of them there will also be need of using the leadership style of opening leadership behaviors and also need of using the leadership style of closing leadership behaviors to refreeze the values as entrepreneurial values. Along with it there is one more point which states that the leaders must adopt and adopt the behavior style as opening behaviors to impress or inspire the workforce or employees of the organization that it would be better to get busy and involve the workforce or the employees of the organization in their contributions and the new initiatives toward the present and ongoing managerial improvements and improvements in terms of technological perspective of such organization. There also must be application of the behavior style of close behavior in making them more motivated employees using the lower level of adaptability in shifting towards becoming and utilizing all their forms of competencies through a new and incremental or alternate process of operational change.

### **Limitations and future research directions**

Directing toward the future usage of the results in proper ways of gaining these research findings indicates the concept of matters in further needs of knowing the boundaries of the research. The collected research findings using the instrument at the perceptual level could be the fact that they are not practically observable in the workplaces of the organization. The leadership of ambidexterity needs to bring them to the desired level of change of Entrepreneurial orientation (EO) to be observed in a future longitudinal manner. These pharma research results are the sole results of the pharmaceutical industry; these need to be wisely extended to achieve more success. Therefore, the behavior of

innovativeness and the behavior of proactivity may as well be found to be intrinsic to the pharmaceutical industry; subsequently approach of industries like a mixed industry level approach can help in increasing the level of generalizability to the available research model. This conducted model of research should also be relocated in the industry of service sector, wherein this will be the want those entrepreneurial needs of the employees in the form of service associated with the sphere of healthcare sector especially when the improvement is required and clinicians and other work forces concerned should introduce the flexibility in the treatment process in advance and the dependability of service and treatment should be offered in very good patient care. It can therefore be deduced that Entrepreneurial orientation (EO) introduces and creates a kind of proactive change not only in individual employee task design but also in the performance of operations of the organization to create for them a satisfactory job meaning.

Job crafting ought to be added as task redesigning; it should be brought in and added as a wonderful result in the future model of the Entrepreneurial Orientation (EO) model. Whether this research work has given more emphasis on the AL (Ambidextrous Leadership) by applying it as the predictor of Entrepreneurial orientation (EO). There is the Entrepreneurial orientation (EO), which goes along with the forces using the external sources like the stakeholders who are diversified and contain the groups like customers, distributors, suppliers. Composition of the integration mechanism of the supply chain, which highlights all these forces on the outward side, and their integration could be a new research study as a predictive force.

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