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HIGH PERFORMANCE WORK SYSTEMS AND BUMDES EMPLOYEE PERFORMANCE: THE ROLE OF AMBIDEXTERITY AND LEADERSHIP AS KEY VARIABLES

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Abstract

The purpose of this study is to explore the mediation model moderated by ambidextrous leadership and employee ambidexterity in the relationship between high-performance work systems and employee performance. A census approach was used to collect data from the target employees. Therefore, using a cross-sectional design, 387 employees representing tourism sector BUMDes in Banten Province participated in this study. Structural equation modelling with the help of SPSS plus AMOS was used to analyse the proposed hypotheses. By integrating social exchange theory and the AMO model, the results show that ambidextrous leadership moderates the relationship between high-performance work systems and employee ambidexterity. At high levels of ambidextrous leadership, the relationship between high-performance work systems and employee ambidexterity becomes stronger. Furthermore, ambidextrous leadership moderates the indirect effect of employee ambidexterity in the relationship between high-performance work systems and employee performance. This research yields additional understanding of the critical role of ambidextrous leadership in unlocking the opportunities and strengths between HPWS and employee performance.

Tujuan dari penelitian ini adalah untuk mengeksplorasi model mediasi yang dimoderasi oleh kepemimpinan ambidextrous dan ambidextrous karyawan dalam hubungan antara sistem kerja berkinerja tinggi dan kinerja karyawan. Pendekatan sensus digunakan untuk mengumpulkan data dari karyawan sasaran. Oleh karena itu, dengan menggunakan desain cross-sectional, 387 karyawan yang mewakili BUMDes sektor pariwisata di Provinsi Banten berpartisipasi dalam penelitian ini. Pemodelan persamaan struktural dengan bantuan SPSS plus AMOS digunakan untuk menganalisis hipotesis yang diajukan. Dengan mengintegrasikan teori pertukaran sosial dan model AMO, hasilnya menunjukkan bahwa kepemimpinan ambidextrous memoderasi hubungan antara sistem kerja berkinerja tinggi dan ambidextrous karyawan. Pada tingkat kepemimpinan ambidextrous yang tinggi, hubungan antara sistem kerja berkinerja tinggi dan ambidextrous karyawan menjadi lebih kuat. Lebih lanjut, kepemimpinan ambidextrous memoderasi efek tidak langsung dari ambidextrous karyawan dalam hubungan antara sistem kerja berkinerja tinggi dan kinerja karyawan. Penelitian ini menghasilkan pemahaman tambahan tentang peran penting kepemimpinan ambidextrous dalam membuka peluang dan kekuatan antara HPWS dan kinerja karyawan.

INTRODUCTION

Organisational success is highly dependent on the effective and efficient utilisation of organisational resources. In recent years, human resources (HR) continues to be the most valuable asset in modern organisations (Jiang & Messersmith, 2017). The term high-performance work system (HPWS) refers to separate but interrelated HR practices designed to achieve business goals (Boxall & Macky, 2009). HPWS can significantly support the achievement of organisational goals and increase productivity and success. Therefore, the field of human resource management (HRM) has extensively researched the relationship between HPWS and performance (Li et al., 2019).

In a global context, various studies on high-performance work systems (HPWS) show that human resource practices have a positive influence on individual and organisational performance. However, there are still theoretical inconsistencies related to the HPWS concept (e.g., Cai, 2020; Ingvaldsen et al., 2014; Jiang & Messersmith, 2017; Kaufman, 2015; Lepak et al., 2006; van Esch et al., 2018). In addition, there are empirical research gaps that are rarely discussed in non-Western contexts, especially in developing countries such as Indonesia. In fact, human resource management practices should be viewed as an integrated system (Lepak et al., 2006). Therefore, a number of researchers such as Ismail et al. (2020) suggest adding appropriate mediators or moderators to explain the relationship between these concepts. Based on that, this study proposes a new theoretical framework that includes ambidextrous leadership and employee ambidexterity as variables in the proposed research model, to reveal more deeply the relationship between HPWS and employee work performance.

Previous research has proven that at the organisational level, high-performance work system (HPWS) has a positive effect on organisational ambidexterity, which in turn improves organisational performance (Úbeda-García et al., 2017), and organisational ambidexterity also has a positive impact on organisational performance (Peng et al., 2019). At the micro level, a recent study by Zhang et al. (2018) showed that HPWS indirectly affects employee task performance. In addition, employee work engagement and job performance are also positively influenced by HPWS (Zafar et al., 2019). In the public sector, there is a positive relationship between individual ambidexterity and individual performance (Kobarg et al., 2015). In the context of Village-Owned Enterprises (BUMDes) in Indonesia (Ahmad, 2024), this study aims to explore the causal influence of HPWS on employee work performance by considering the moderating role of ambidextrous leadership and employee ambidexterity. With this approach, this study answers the call of previous research to include employee ambidexterity as a mediating variable in the relationship between HPWS and employee work performance, while testing the existence and strength of the relationship. It also aims to explore whether ambidextrous leadership can strengthen the relationship between HPWS and employee work performance, and whether it can enhance the indirect effect of employee ambidexterity in the relationship. The remaining sections of this article describe the research methods used, while the final section discusses the research results, implications, and limitations.

Social Exchange Theory and AMO Model

Most studies on HPWS and employee performance utilise social exchange theory and the AMO model to explain their interrelationship. Social exchange theory describes how employees reciprocate HPWS benefits with improved performance (Diogo & Costa, 2019; Zhang et al., 2018; Gong et al., 2010), while meta-analyses and follow-up studies also confirm the strength of this lens (Memon et al., 2020). The AMO model-rooted in social exchange theory-explains that supportive HRM practices enhance employee capabilities, motivation, and opportunities, thereby spurring performance (Jyoti & Dev, 2016; Boxall & Macky, 2009). Thus, this study utilises both frameworks as a theoretical basis to explain the impact of HPWS perceptions on employee job performance.

High-Performance Work System and Employee Work Performance

Various studies have examined the effect of High Performance Work System (HPWS) on organisational and individual outcomes. For example, Huselid (1995) found that the implementation of high-performance work practices had an economically and statistically significant impact on employee-level intermediate outcomes, such as turnover and productivity, as well as on organisational financial performance in the short and long term. HPWS have also been shown to increase employee creativity (Tang et al., 2017). At the organisational level, high-performance human resource practices directly contribute to improved company performance (Van Esch et al., 2018). Meanwhile, at the individual level, HPWS is positively correlated with job satisfaction, psychological demands of work, and job search behaviour (Behravesh et al., 2019), as well as with employee service performance and organisational citizenship behaviour (Nadeem, Riaz, Iftikhar, et al., 2019), including work engagement (Arefin et al., 2019). Furthermore, perceptions of HPWS also have positive relationships with work-to-family enrichment (Carvalho & Chambel, 2015), work resources (Kloutsiniotis & Mihail, 2020), and employee well-being (Su et al., 2019). In addition, the Ability-Motivation-Opportunity (AMO) based HRM model was shown to be an important predictor of employee proactive behaviour (Al-Tit, 2020). These findings lead to the formulation of the following hypothesis:

H1 : High-performance work systems have a positive effect on employee work performance.

High-Performance Work System and Employee Ambidexterity

Scholars emphasise the effectiveness of strategic HR management systems in supporting ambidexterity at the individual and organisational levels (Mom et al., 2018). In particular, the High Performance Work System (HPWS) was identified as a significant predictor of organisational ambidexterity (Gürlek, 2020). Research in Spain shows that high participation HRM systems encourage ambidextrous learning, which in turn results in ambidextrous employees (Prieto-Pastor & Martin-Perez, 2015). In addition, current HRM practices also strengthen an organisation's ability to simultaneously pursue exploration and exploitation (Swart et al., 2016). However, Stokes et al. (2018) highlight the managerial challenges of managing the dynamics of organisational ambidexterity as well as the tension between organisational resilience and diverse attitudes - both positive and sceptical - towards HRM practices. To create contextual ambidexterity in organisations, a combination of high engagement-based HR practices (which encourage the exploration of new ideas) and efficiency-oriented HR practices are used (Malik, Boyle, et al., 2017). Therefore, HPWS is seen as a systematic instrument to strengthen organisational ambidexterity (Patel et al., 2013). Based on this, the second hypothesis is formulated as follows:

H2 : High-performance work systems have a positive effect on employee ambidexterity.

Employee Ambidexterity and Employee Work Performance

Dutta (2013) found that contextual ambidexterity significantly mediates the relationship between environmental dynamics, organisational context, and renewal process, based on an empirical study conducted on various firms in India. Organisational ambidexterity has been recognised as an important precursor to innovation and organisational performance (Rosing & Zacher, 2016). In other words, ambidexterity as well as generative learning have been shown to have a significant relationship with the innovative performance of firms (Çömez et al., 2011). In addition, ambidexterity and its interaction with market orientation also have a positive impact on

organisational performance (Peng et al., 2019). Similar findings are also seen at the individual level, where employees' exploration and exploitation behaviours have a significant effect on task performance (J. A. Zhang et al., 2020). Similarly, individuals' balance of explorative and exploitative activities is positively correlated with public sector performance (Kobarg et al., 2015). Overall, balancing the exploration of new opportunities and the utilisation of existing capabilities is increasingly seen as a promising approach to adapt to technological and environmental change (Schnellbacher et al., 2019). Therefore:

H3 : Employee ambidexterity has a positive effect on Employee Work Performance.

The Mediating Role of Employee Ambidexterity in the Relationship between High-Performance Work System and Employee Work Performance

Previous research emphasises that various mediating variables play a role in bridging the relationship between high-performance work systems and performance. Beltrán-Martín et al. (2008) assert that human resource flexibility mediates the link between HPWS and organisational performance. Meanwhile, high-performance HR practices and firm performance are partially mediated by employee competencies (Van Esch et al., 2018). In particular, the relationship between HPWS and employee performance is also mediated by social exchange and thriving (J. Zhang, Bal, et al., 2018). In addition, psychological capital and resilience act as mediators in the relationship between HPWS and employee service performance (Nadeem, Riaz, Iftikhar, et al., 2019). In the context of public organisations, service-oriented high-performance work systems and employee service behaviours are mediated by work engagement (Luu, 2018). Collective human capital also acts as a mediator in the effect of HPWS on unit performance and perceptions of HPWS at the individual level (Ali et al., 2019). Based on the above literature, the following hypotheses are proposed:

H4 : Employee ambidexterity mediates the relationship between high-performance work systems and employee work performance.

The Moderating Effect of Ambidextrous Leadership in the Relationship between High Performance Work System and Employee Ambidexterity

A literature review by Raisch & Birkinshaw (2008) produced a comprehensive model in understanding organisational ambidexterity research. In the model, environmental dynamics and competitive dynamics were identified as key moderators that influence the relationship between organisational ambidexterity and performance. Correspondingly, research by Günsel et al. (2017) shows that the stronger the network a firm has, the stronger the relationship between exploitation capability and organisational performance. Management support also acts as an important moderator in maintaining and strengthening ambidexterous learning through high engagement HR systems (Prieto-Pastor & Martin-Perez, 2015). In addition, findings from Alghamdi (2018) showed that a combination of open and closed leadership behaviours simultaneously influenced employees' innovative performance, where innovative performance reached its highest level when both leadership styles were equally high. Based on the literature, the following hypothesis is proposed:

H5 : Ambidextrous leadership has a moderating effect on the relationship between a high performance work system and employee ambidexterity.

A more complex theoretical model can be explained by combining mediation and moderation effects simultaneously. In this case, employee ambidexterity mediates the positive relationship between high-performance work systems (HPWS) and employee job performance. However, the strength of this mediating effect depends on the level of ambidextrous leadership perceived by employees. In general, when employees perceive high levels of ambidextrous leadership, the positive relationship between HPWS and employee ambidexterity is stronger, such that employee

ambidexterity is better able to transmit the influence of HPWS on employee work performance. Conversely, when perceptions of ambidextrous leadership are low, the relationship is weak, and the impact of HPWS on employee work performance through employee ambidexterity is less significant. Therefore,

H6 : Ambidextrous leadership moderates the mediation effect of employee ambidexterity between a high-performance work system and employee work performance.

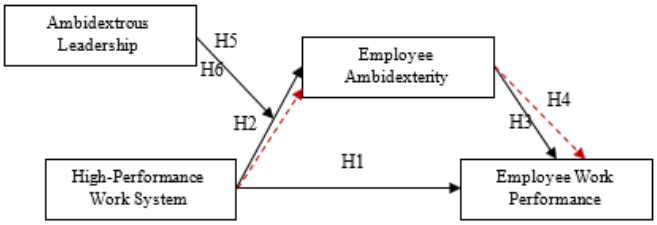

Figure 1. Conceptual Framework

METHODS

Tourism-sector BUMDes (village-owned enterprises) in Banten Province play a crucial role in promoting local economic development and village tourism potential. According to data from the Community and Village Empowerment Office, in 2024, more than 1,500 employees are actively working in this sector, most of whom are permanent staff and managers of tourism business units. Due to organizational structure variations among BUMDes and the complexity of business units, a census approach was applied (Draugalis & Plaza, 2009).

This research adopts a positivist paradigm with a deductive approach (Babbie, 2016; Saunders et al., 2016), using a quantitative method through a standardized questionnaire adapted from prior studies. An explanatory approach was employed to analyze the effect of High Performance Work Systems (HPWS) on employee performance through employee ambidexterity, with ambidextrous leadership as a moderating variable. Data analysis was conducted using SPSS and AMOS version 23 (Field, 2009; Hinton et al., 2014; Hair Jr. et al., 2014; Asyraf & Afthanorhan, 2013).

A total of 387 permanent non-managerial employees from tourism-sector BUMDes participated, with a response rate of 85.12%. All instruments were measured using a 7-point Likert scale. HPWS was measured with 15 items from Jensen et al. (2013), Jeevan Jyoti & Rani (2017), and Jeeven Jyoti & Dev (2016). Employee performance was assessed with 31 items from Koopmans et al. (2014) and Pradhan & Jena (2017), covering task, adaptive, contextual, and counterproductive performance. Employee ambidexterity was measured using 11 items from Zhang et al. (2020), and ambidextrous leadership with 14 items from Rosing et al. (2011), Tuan Luu (2017), and Zacher & Rosing (2015), comprising opening and closing behaviors.

Control variables included gender, age, education, and organizational tenure, which are known to influence performance (J. Zhang, Bal, et al., 2018; Kloutsiniotis & Mihail, 2018). To address common method bias, Harman's single-factor test was conducted. Results showed that the first factor accounted for only 22.3% of the variance—below the 50% threshold—indicating that common method bias was not a major concern (Podsakoff et al., 2003).

RESULTS AND DISCUSSION

Descriptive Analyses

The demographic characteristics of the respondents consisted of 238 men (61.50%) and 149 women (38.50%). The most dominant age group was found in the range of 20-35 years (60.72%). More than half of the respondents had a high school education (n = 272, 70.3%), followed by those with a bachelor's degree (n = 91, 23.5%), and diploma holders (n = 24, 6.2%). Lastly, the highest percentage of respondents had 1 to 3 years of service in the current organization (n = 181, 46.8%), while those with 4 to 7 years of service were relatively few (n = 32, 8.3%). Table 1 presents

the descriptive statistics and correlations. As seen in Table 1, the high-performance work system was positively related to employee work performance (r = 0.361, p < 0.01) and employee ambidexterity (r = 0.255, p < 0.01). Furthermore, employee ambidexterity was positively associated with employee work performance (r = 0.365, p < 0.01).

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Table 1. Mean, Standard Deviation, and Correlations among the Study Variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
High-Performance Work Systems	5.565	0.888	1							
Employee Work Performance	5.581	0.599	0.361**	1						
Employee Ambidexterity	5.924	0.731	0.255**	0.365**	1					
Ambidextrous Leadership	5.645	0.793	0.315**	0.382**	0.579**	1				
Gender	1.39	0.487	0.155**	0.067	0.059	0.034	1			
Age	1.99	0.681	-0.133**	-0.184**	-0.065	-0.130**	-0.155**	1		
Educational Level	2.17	0.518	-0.107*	-0.012	-0.082	-0.006	-0.152**	0.026	1	
Experience	2.02	1.166	-0.236**	-0.183**	-0.030	-0.142	-0.135**	0.711**	-0.001	1

**. Correlation is significant at the 0.01 level (1-tailed).
*. Correlation is significant at the 0.05 level (1-tailed)

Measurement Model

For statistical analysis purposes, this study employed covariance-based structural equation modeling (CB-SEM) to test the overall model. CB-SEM allows for a comprehensive evaluation of both the measurement model and the structural model. All variables used in this study are reflective constructs, which align with the criteria for applying CB-SEM (Collier, 2020; Hair et al., 2014).

Exploratory Factor Analysis (EFA)

Exploratory factor analysis was applied to identify the factors of the HPWS (AMO model) scale in the context of BUMDes. EFA was conducted using principal component analysis and varimax rotation. The minimum criterion for factor loading was set at 0.50. The communalities of the scale, which indicate the amount of variance in each dimension, were also examined to ensure an acceptable level of explanation. In factor analysis, the Eigenvalue represents the total variance explained by each factor. Factors with Eigenvalues greater than one (1) were selected for further analysis (Hair et al., 2014). The results showed that the Kaiser–Meyer–Olkin measure of sampling adequacy was 0.896. The nine dimensions accounted for a total of 64.493 percent of the variance among the items in the study. Bartlett's Test of Sphericity was found to be significant, and all communalities exceeded the minimum required value of 0.500. The nine factors identified through this EFA were consistent with the theoretical propositions of this study.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted using AMOS to test the measurement model. Collier (2020) noted that second-order CFA is also referred to as a higher-order construct, measured through latent constructs. According to Hair et al. (2014), factor loadings greater than 0.50 are preferable for explaining unobserved constructs

in a study. Therefore, after variables were validated through EFA, factor loadings for each item were assessed during the CFA stage. As a result, 24 items were removed due to low factor loadings (< 0.50). Model fit indices were used to evaluate the overall model fit, including the Model Chi-Square Test (CMIN/df), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Standardized Root Mean Square Residual (SRMR), and Root Mean Square Error of Approximation (RMSEA), all of which fell within acceptable thresholds (Bentler, 1990; Hu & Bentler, 1998; Schumacker & Lomax, 2004). Accordingly, in testing the measurement model, the four-factor model (high-performance work system, employee work performance, employee ambidexterity, and ambidextrous leadership) demonstrated a good model fit with the data: CMIN/df = 2.605; CFI = 0.923; TLI = 0.910; SRMR = 0.071; and RMSEA = 0.064.

Instrument Validity and Reliability

Construct reliability was evaluated using Cronbach's alpha and composite reliability. The Cronbach's alpha values for each construct in this study were found to exceed the minimum required threshold of 0.70 (Hinton et al., 2014). Composite reliability ranged from 0.792 to 0.854, also surpassing the 0.70 benchmark (Hair et al., 2014). Therefore, construct reliability was established for each construct in this study (Table 2). Convergent validity of the scale items was estimated using Average Variance Extracted (AVE) (Fornell & Larcker, 1981). The AVE values were above the minimum required threshold of 0.50 (Fornell & Larcker, 1981). Accordingly, the scales used in this study met the criteria for convergent validity (Table 2).

Table 2. Loadings, Reliability, and Convergent Validity

Items	Label	Loadings	CA	CR	AVE
High-performance work system			**0.860**	**0.854**	**0.541**
The appraisal system provides me with an accurate assessment of my strengths and weaknesses	HPWS14	0.842			
I have the opportunities I want to be promoted	HPWS13	0.726			
The rewards I receive are directly related to my performance at work	HPWS11	0.746			
Communication between departments is good	HPWS9	0.712			
Communication within the department is good	HPWS8	0.638			
Employee work performance			**0.850**	**0.801**	**0.599**
I know I can handle multiple assignments for achieving organizational goals	TP4	0.763			
I usually complete my assignments on time	TP5	0.776			
I could manage change in my job very well whenever the situation demands	AP2	0.652			
I always believe that mutual understanding can lead to a viable solution in the organization	AP4	0.815			
I usually share knowledge and ideas among my team members	CP7	0.831			
I usually maintain good coordination among fellow workers	CP8	0.782			
I make problems greater than they were at work	CPWB2	0.814			
I focus on the negative aspects of a work situation, instead of on the positive aspects	CPWB3	0.849			
I speak with colleagues about the negative aspects of my work	CPWB4	0.728			
I speak with people from outside the organization about the negative aspects of my work	CPWB5	0.790			
I do less than was expected of me	CPWB6	0.890			
I manage to get off from a work task easily	CPWB7	0.797			
I sometimes do nothing, while I should have been working	CPWB8	0.905			
Employee ambidexterity			**0.845**	**0.792**	**0.657**
Searching for new possibilities concerning products/services, processes, or markets	EXPR1	0.815			
Focusing on strong renewal of products/services or processes	EXPR2	0.892			

Activities of which a lot of experience has been accumulated by yourself	EXPL1	0.726			
Activities that serve existing (internal) customers with existing services/products	EXPL3	0.886			
Activities of which it is clear to me how to conduct them	EXPL4	0.755			
Ambidextrous leadership			**0.858**	**0.851**	**0.744**
Allows different ways of accomplishing a task	LOB1	0.816			
Encourages experimentation with different ideas	LOB2	0.880			
Gives possibilities for independent thinking and acting	LOB4	0.715			
Takes corrective action	LCB3	0.889			
Controls adherence to rules	LCB4	0.807			

Note: CA- Cronbach's Alpha, CR- Composite Reliability, AVE- Average Variance Extracted.

Discriminant validity was tested using the Fornell and Larcker criteria and was confirmed, as the square root of the AVE for each construct was greater than its correlations with other constructs (Fornell & Larcker, 1981). The results are presented in Table 3.

Table 3. Discriminant Validity of Study Variables

	HPWS	AL	EA	EWP
HPWS	**0.736**			
AL	0.353***	**0.862**		
EA	0.211**	0.656***	**0.810**	
EWP	0.289***	0.423***	0.647***	**0.774**

Note: HPWS – High-performance work system; AL – Ambidextrous leadership; EA – Employee ambidexterity; EWP – Employee work performance.
*Significance of correlations: **P < 0.010 ***P < 0.001*.

Structural Model Assessment

A structural equation model (SEM) developed using AMOS was employed to test the relationships among the variables in this study. A model is considered to have a good fit if it meets the criteria of a CMIN/df value less than 5, Tucker Lewis Index (TLI) and Comparative Fit Index (CFI) values greater than 0.90 (Hair et al., 2014), and Standardized Root Mean Square Residual (SRMR) and Root Mean Square Error of Approximation (RMSEA) values below 0.08 (Hu & Bentler, 1998). The causal relationships in the model were tested using the AMOS graphical approach, as shown in Table 4, and the results indicated a good model fit with the data: CMIN/df = 3.133; CFI = 0.981; TLI = 0.90; SRMR = 0.026; and RMSEA = 0.074. According to Collier (2020), including common control variables can enhance model fit and help maintain significant relationships between constructs. Therefore, the initial step in SEM involved verifying the effects of control variables such as gender, age, education level, and work experience on employee work performance.

Table 4. Structural Model Assessment

Relationships	Estimate	S.E.	C.R.	P
InteractionHPWSxAL → EA	.109	.030	3.649	***
AL → EA	.452	.041	10.960	***
HPWS → EA	.043	.031	1.382	.167
EA → EWP	.253	.038	6.722	***
HPWS → EWP	.134	.027	4.985	***
Gender → EWP	.017	.059	.283	.777
Age → EWP	-.052	.059	-.893	.372
Education → EWP	.095	.055	1.725	.085
Experience → EWP	-.039	.035	-1.125	.261

Note: HPWS – High-performance work system; EWP – Employee work performance; EA – Employee ambidexterity; AL – Ambidextrous leadership. *** - p < 0.01.

As shown in Table 4, gender, age, education, and experience do not have a significant relationship with employee work performance. In other words, the control variables in this study have an insignificant impact on the model. Therefore, the demographic variables in this study are excluded from further analysis (Collier, 2020).

Discussion of Direct, Indirect, and Interaction Effects

The next part of the data analysis involves testing the proposed hypotheses, including moderation and mediation analysis. Three hypotheses were proposed. As shown in Table 4, a high-performance work system has a significant positive effect on employee work performance ($\beta = 0.134$, $t = 4.985$, $p < 0.001$), supporting Hypothesis 1. Likewise, employee ambidexterity has a significant positive effect on employee work performance ($\beta = 0.253$, $t = 6.722$, $p < 0.001$), supporting Hypothesis 3. However, considering moderation and mediation, the high-performance work system was not significantly influenced by employee ambidexterity ($\beta = 0.043$, $t = 1.382$, $p > 0.05$), thus failing to support Hypothesis 2. Furthermore, the study assessed the indirect effect of employee ambidexterity on the relationship between the high-performance work system and employee work performance. The results revealed that the indirect effect of employee ambidexterity in the relationship between the high-performance work system and employee work performance in the presence of the moderator (ambidextrous leadership) was positive but not significant ($\beta = 0.011$, $p > 0.05$), failing to support Hypothesis 4. The study also assessed the moderating effect of ambidextrous leadership on the relationship between the high-performance work system and employee ambidexterity. A summary of the moderation analysis is presented in Table 5. The analysis results show that ambidextrous leadership has a positive and significant moderating effect on the relationship between a high-performance work system and employee ambidexterity ($\beta = 0.109$, $p = 0.000$), supporting Hypothesis 5.

Table 5. Moderation Analysis Summary

Relationship	Beta	CR	P-Value
HPWS→EA	0.043	1.382	0.167
AL→EA	0.452	10.960	0.000
InteractionHPWS*AL→EA	0.109	3.649	0.000

Note: HPWS – High-performance work system; EA – Employee ambidexterity; AL – Ambidextrous leadership.

The final part of the analysis is the testing of moderated mediation. The researcher evaluated whether ambidextrous leadership moderates the indirect effect using the moderated mediation index. Bootstrap analysis showed that the indirect effect of the interaction (through employee ambidexterity) on employee work performance is significant ($\beta = 0.027$, $p = 0.008$), supporting Hypothesis 6. In conclusion, ambidextrous leadership moderates the indirect effect between a high-performance work system and employee work performance.

Table 6. Reporting Moderated Mediation

Direct Relationship	Unstandardized Coefficient	T-Values
High-performance work system→ Employee ambidexterity	0.043	1.382
InteractionHPWS*AL→ Employee ambidexterity	0.109	3.649
Ambidextrous leadership →Employee ambidexterity	0.452	10.960
High-performance work system →Employee work performance	0.134	4.985
Employee ambidexterity → Employee work performance	0.253	6.722

Moderated Indirect Relationship	Direct Effect	Indirect Effect	Confidence Interval Low/High	P-Values
HPWS→EA→EWP	0.043	0.011	-0.002/0.032	0.103
Probing Moderated Indirect Relationships				
Low level of Ambidextrous leadership		-0.021	-0.055/0.004	0.090
High level of Ambidextrous leadership		0.043	0.016/0.084	0.001
Index of Moderated Mediation		**0.027**	**0.008/0.053**	**0.008**

The purpose of this study is to examine the moderating effect of ambidextrous leadership and the mediating role of employee ambidexterity in the relationship between high-performance work systems (HPWS) and employee work performance. The findings show that HPWS has a positive and significant effect on employee performance. In other words, the advantages of HPWS are often linked to the many opportunities it offers for performance improvement. These incentives are viewed positively by employees, who then respond constructively by putting in greater effort. This finding is consistent with previous studies (Behravesh et al., 2019; Bhatti et al., 2021; Carvalho & Chambel, 2015; de Reuver et al., 2019; Imran & Atiya, 2020; Kloutsiniotis & Mihail, 2020; Nadeem, Riaz, & Danish, 2019; Su et al., 2019). In particular, job performance is positively and significantly influenced by HPWS (Imran & Atiya, 2020).

Moreover, the effect of HPWS on employee ambidexterity is positive but not significant. This suggests that increased implementation of HPWS encourages employees to engage in explorative and exploitative behaviors by signaling that their interests are taken seriously. This finding aligns with previous research (Huang & Kim, 2013; Malik, Pereira, et al., 2017; Zheng et al., 2020). Furthermore, employee ambidexterity has a positive and significant effect on work performance. This is in line with prior studies (Kobarg et al., 2015; J. A. Zhang et al., 2020), which specifically show that a balanced approach to exploitative and explorative activities by employees positively impacts individual performance, particularly in the public sector (Kobarg et al., 2015).

However, in the presence of a moderator, the study confirms that employee ambidexterity does not significantly mediate the relationship between HPWS and employee performance. Another finding indicates that a high level of ambidextrous leadership has a much stronger effect on employee ambidexterity than a low level of ambidextrous leadership (Alghamdi, 2018). Finally, ambidextrous leadership moderates the mediation effect of employee ambidexterity in the relationship between HPWS and employee performance, with the mediation effect being stronger when ambidextrous leadership is high than when it is low. This result implies that high ambidextrous leadership can better leverage employee ambidexterity to enhance work performance. These findings are consistent with earlier studies, such as research on Korean manufacturing firms, which revealed that the interaction effect of external search breadth and depth on firm innovation performance through simultaneous exploration and exploitation is stronger in the presence of high absorptive capacity (Kim et al., 2019). Similarly, a study of Chinese firms found that high levels of exploration and exploitation, or a dominant focus on exploration, contributed to higher firm performance (Fu et al., 2015).

CONCLUSION

The implementation of a high-performance work system (HPWS) is essential in today's dynamic work environment to improve employee performance and support the achievement of organizational goals. This study highlights the role of employee ambidexterity as a mediator and ambidextrous leadership as a moderator in the relationship between HPWS and employee work performance. The results indicate that high levels of ambidextrous leadership strengthen the effect of HPWS on performance, emphasizing the importance of considering both factors to fully

understand how HPWS enhances employee work performance.

This study provides four key contributions to theoretical development. First, it demonstrates that employee ambidexterity and high-performance work systems (HPWS) have a significant impact on employee work performance, despite this topic being underexplored. Second, it identifies employee ambidexterity as a mediator and ambidextrous leadership as a moderator in the relationship between HPWS and work performance, enriching the understanding of these factors. Third, it expands empirical support for social exchange theory and the AMO framework by showing that HPWS can enhance employees' knowledge, skills, and abilities (KSAs), leading to competitive advantage. Fourth, the study was conducted in village-owned enterprises (BUMDes) in Banten Province, helping to fill the research gap in the context of public organizations.

This study has three practical implications. First, the research findings indicate that AMO-based HPWS as well as employees' exploitation and exploration activities play a crucial role in regulating employee work performance. Second, leaders in BUMDes organizations need to balance and leverage their opening and closing behaviors, as high ambidextrous leadership is more responsive to employee work performance. Third, this research can provide input for BUMDes managers in formulating policies to face competition and capture the highest market share in the tourism sector. In short, the results reveal that high ambidextrous leadership behavior from supervisors and effective HPWS implementation encourage employees' willingness to engage in both exploitation and exploration activities simultaneously, ultimately improving their work performance. Therefore, to maintain employee work performance, it is important to ensure they are actively involved in both types of activities and maintain effective HPWS practices. Additionally, ambidextrous leadership is necessary to make a significant impact on employee work performance, so that the organization can guide its staff to achieve the expected performance levels.

This study has some limitations, including being purely quantitative and cross-sectional. The authors suggest that future research explore the effect of HPWS on employee performance at the team or organizational level, use a longitudinal design for more dynamic data, and incorporate qualitative data for triangulation. Additionally, future studies should consider mediators like Hofstede's cultural theory and moderating variables such as leader-member exchange (LMX) to better understand the effects on the relationship between HPWS and employee performance.

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