



Theme
**Artificial Intelligence and Data Science:
Prospects and Future Applications**

2024 5th International Conference on Artificial Intelligence and Data Sciences (AiDAS)



CONFERENCE PROCEEDINGS

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Ambidexterity and High-Performance Work Systems: The Roles of Knowledge Sharing, Leadership Style, and Social Media

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Abstract—Research on knowledge sharing, participative leadership, and exploitation-exploration has demonstrated its influence on high-performance work systems (HPWS) and the quality of employee performance. In the context of employee ambidexterity, which encompasses both exploitation and exploration innovations, there is a notable gap in research directly addressing these two aspects. Data were collected from target employees using an offline questionnaire-based survey, yielding 56 valid responses. This study aims to determine the extent and significance of the supporting variables on employee ambidexterity. Using structural equation modeling, the findings reveal that participative leadership has a positive and significant effect on HPWS and the quality of employee performance. Additionally, exploration has a positive and significant effect on HPWS. The results of this study suggest strategies for enhancing the competitive quality of employee performance, including participative leadership, knowledge sharing, and exploration innovation.

Keywords—Ambidexterity, exploitation, exploration, leadership style, high-performance work system, information systems, and knowledge management.

I. INTRODUCTION

Ambidexterity enables firms to maintain a competitive advantage by responding to market changes such as in the current era of globalization [1], [2]. It suggests that ambidexterity may originate from the individual as individual motivations factor into the decision to explore or exploit [1], [3]. Companies are constantly challenged to think beyond satisfying existing customers. They must focus on identifying and anticipating potential changes in consumer demand. This requires a balance between working against what is being done well and exploring new areas that may create future profits [4], [5]. The ability to do both is called ambidexterity and in-volves the pursuit of both exploration and exploitation [3].

The most enduring insight in organizational science is that the long-term success of an organization depends on its ability to leverage its current capabilities and simultaneously explore

new capabilities [6], [7]. Contextual Ambidexterity is the behavioral ability to demonstrate coordination and flexibility between business domains [6], [8]. Therefore, ambidexterity refers to the behavioral organization of employees to combine activities related to exploitation and research within a given timeframe [4].

Explorative strategies are associated with risk-taking, experimentation and innovation, while exploitation strategies are associated with refining, selecting and improving products, services, processes and procedures [3]. Researchers thinking about this theory argue that organizational ambidexterity is difficult to achieve because exploration and exploitation are competing goals, fighting for the same resources and requiring different energies [4], [9]. From this point of view, exploration and exploitation strategies require different and incompatible organizational structures [4], [10].

Research on ambidexterity defines ambidextrous firms as leveraging existing capabilities to enhance innovation or exploring new opportunities to drive radical innovation [11], [12]. Ambidextrous organizations excel in exploiting existing competencies to enable incremental innovation and in exploring new opportunities to drive radical innovation [12]. Explorative strategies can also be referred to as radical innovation while exploitative strategies can be referred to as incremental innovation.

Radical innovations can also be called disruptive, when they lead to significant changes of the entire network [13], [14]. They are important for producers because they can provide a source of competitive advantage and important for consumers because they are a source of social and economic change in everyday life [13]. Radical innovation involves a high degree of novelty that changes the entire order of things and is recognized as a key solution for economic development [15], [16], [17].

Incremental innovation involves a low degree of novelty and is based on small changes in technology and product improvements [15], [16]. According to [15], [18], most innovations are incremental and represent line extensions or

modifications to existing products. Incremental innovations tend to leverage existing internal competencies by providing opportunities for those within the organization to build on existing knowledge [14], [15]. Incremental innovation is also called market-pull innovation because most of the ideas for such innovation come from the market [15], [18].

This exploitation and exploration strategy is important for employees because in the world of work, employees need to maximize and develop existing resources, be it in the field of IT, human resources, and so on. In a company, of course, you don't want to take a high risk so you have to re-strategize to utilize existing resources. Meanwhile, exploration is also important because companies also need new things that must be improved in various fields, in order to always improve the quality of the company itself. The case study in this research is taking the scope of employees at the top two universities in Riau based on the Ranking of website universities, as the main target in distributing questionnaires, namely employees.

Based on the background explanation above, this study intends to determine the influence of several factors on employee ambidexterity. Employee ambidexterity is a strategy in which there is exploitation and exploration. The strategy must be able to balance between working against what is being done well and exploring new areas that can create benefits in the future. In this study, companies can find out what strategies can be used to increase the competitive advantage of employee performance. The company can implement these innovations as a business strategy.

II. METHOD

This study employs a systematic literature review methodology with a process that closely aligns with the initial stages of the research. The process of this literature review involves identifying, selecting, categorizing, and analyzing relevant articles on the status of pre, during, and post-pandemic [19], [20], [21], [22]. Figure 1 outlines the three phases of the process: planning, conducting the review, and document review.

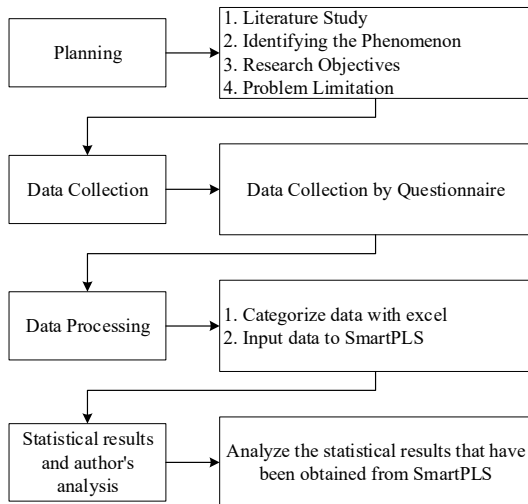


Fig. 1. Research Method

A. Planning

At this identification stage, employee ambidexterity at universities was chosen to be a research topic. To support the achievement of this research, there are objectives that must be achieved. At this initial stage, analysis and identification of the

topics and limitations are conducted to generate research questions that provide an overview of the article's content.

B. Conducting

In this study, the authors used data collection technique with quantitative methods, namely by distributing questionnaire. The questionnaire was distributed offline (Table 1 is the questions of questionnaire). The technique used in determining the sample is simple random sampling. The questionnaire used is a 5-point Likert scale (1 = Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree) [23]. The questions included in the questionnaire were adopted from previous research contained in articles Q1 and Q2 which have been tested as references.

TABLE I. ITEMS

Variable	Questions
Exploitation	○ EXPLT1: I feel obligated to adapt to existing technology
	○ EXPLT2: I rely heavily on a wealth of experience
	○ EXPLT3: I share my experience in organization
	○ EXPLT4: I need to provide some expertise to improve older products and processes
Exploration	○ EXPLR1: I participate in fundamental new concepts or principles
	○ EXPLR2: I actively seek out new skills that I do not possess
	○ EXPLR3: I feel obligated to learn from an entirely new or different knowledge base
	○ EXPLR4: I feel obligated to use different methods and procedures.
Participative Leadership	○ PL1: My leader consults with subordinates when facing problems
	○ PL2: My leader listens receptively to ideas and suggestions from subordinates
	○ PL3: My leader asks subordinates for suggestions on tasks to be made
	○ PL4: My leader asks subordinates for suggestions on tasks to be created
High-Performance Work System	○ HPWS1: Teamwork is strongly encouraged in our organization.
	○ HPWS2: Employees are involved in decision making
	○ HPWS3: Career management is given high priority in my organization
	○ HPWS4: A rigorous selection process is used to choose new recruits
Knowledge Sharing via Social Media	○ KS1: I frequently visit other social media for information and knowledge
	○ KS2: I spend time on my social media to update new information
	○ KS3: I often share my experience or knowledge with other social media users
	○ KS4: I post useful documents or files on my social media to share with other social media users

In this data collection, there are characteristics of respondents who can fill out the questionnaire. The characteristics of respondents in this study are employees who work at the top two universities in Riau.

After obtaining data from the distributed questionnaires, the data will then be grouped using Microsoft office excel. Here the data will be grouped according to a 5-point Likert scale. After grouping the data using Microsoft office excel, data processing is then carried out using SmartPLS. Data that has been grouped will be input into the SmartPLS software.

After the data is input into SmartPLS, the statistical results of SmartPLS will be obtained. Then here the author will analyze the existing statistical results. Analysis is carried out so that the author can get the results of the relationship

between existing variables or hypotheses. In this analysis, the author will explain what the statistical results obtained from SmartPLS mean.

III. CONCEPTUAL MODEL AND RESULTS

This conceptual framework or research model consists of several interconnected variables, namely there are independent variables or variables that affect the emergence of dependent variables and dependent variables (bound) or variables whose existence is influenced by other variables. Participative leadership, knowledge sharing, exploitative, and explorative are independent variables. While the HPWS variable is the dependent variable. In this study, the model used is a combination of several models taken from related articles used as references and indexed Q1-Q2. The author takes these variables from several articles, then makes a model as a novelty in the research being conducted. The following is a figure 2 of the research model.

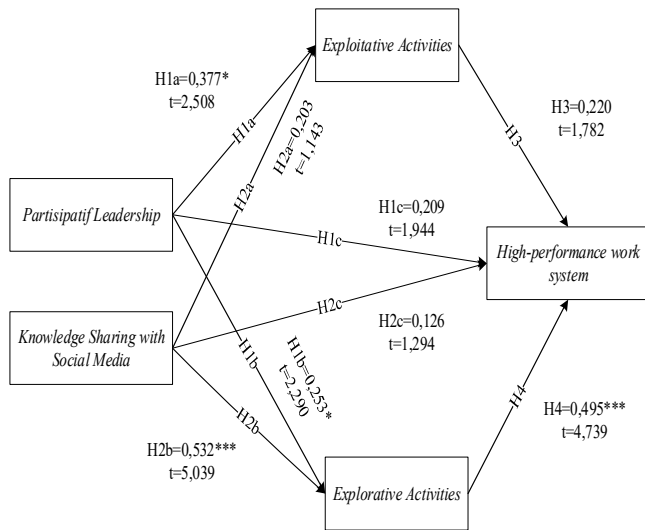


Fig. 2. Model Results

TABLE II. RELIABILITY, VALIDITY AND COLLINEARITY (VIF)

Variable	Item	Loading	VIF	P-value	CA	CR	AVE
Exploitation	EXPLT1	0.792	1.719	0.000	0.756	0.842	0.572
	EXPLT2	0.787	1.780	0.000			
	EXPLT3	0.716	2.149	0.000			
	EXPLT4	0.726	2.147	0.000			
Exploration	EXPLR1	0.793	1.544	0.000	0.717	0.824	0.546
	EXPLR2	0.768	1.420	0.000			
	EXPLR3	0.834	1.749	0.000			
	EXPLR4	0.522	1.146	0.000			
High-Performance Work System (HPWS)	HPWS1	0.873	3.479	0.000	0.732	0.835	0.573
	HPWS2	0.424	1.159	0.012			
	HPWS3	0.836	3.211	0.000			
	HPWS4	0.805	1.518	0.000			
Knowledge Sharing	KS1	0.885	2.545	0.000	0.802	0.866	0.622
	KS2	0.869	3.248	0.000			
	KS3	0.743	2.262	0.000			
	KS4	0.633	1.650	0.000			
Participative Leadership	PL1	0.790	1.659	0.000	0.841	0.893	0.676
	PL2	0.787	2.069	0.000			
	PL3	0.869	2.425	0.000			
	PL4	0.840	2.018	0.000			

Figure 2 presents the results of the effect and influence of Leadership Participation, knowledge sharing, employee ambidexterity and HPWS after testing. Which states that leadership participation exploitation ($b = 0.377$, $p < 0.05$), exploration ($b = 0.253$, $p < 0.05$) has a positive and significant effect on employee ambidexterity. These results support hypotheses H1a and H1b. Then leadership participation ($b = 0.209$, $p > 0.10$) has no significant effect on the HPWS. Furthermore, the test results of knowledge sharing ($b = 0.532$, $p < 0.001$) have a significant effect on explorative, this result

supports hypothesis H2b. While the results of hypothesis H2a ($b = 0.203$, $p > 0.10$) and hypothesis H2c ($b = 0.126$, $p > 0.10$) have no effect on the explorative and HPWS. Then exploitation H3 ($b = 0.220$, $p < 0.5$) has no significant effect on the HPWS. And exploration H4 ($b = 0.495$, $p < 0.001$) has a significant effect on the HPWS.

IV. DISCUSSION

This conceptual framework or research model consists of several interconnected variables, namely there are independent variables or variables that affect the emergence of dependent variables and dependent variables or variables whose existence is influenced by other variables. Participative leadership, knowledge sharing, exploitative, and explorative are independent variables. While the HPWS variable is the Dependent variable. In this study, the model used is a combination of several models taken from related articles used as references and indexed Q1-Q2. The author takes these variables from several articles, then makes a model as a novelty in the research being conducted. The following is a picture of the research model.

This study explains the influence of several factors or variables that can increase employee ambidexterity in a company. Of the several variables used in this research model, it will be known which variables are very influential in increasing employee ambidexterity in the company. The model used in this study is composed of several variables taken from several related articles. Each article is taken one variable to make a research model. this is done as a renewal of the research being conducted. This research model consists of five variables, namely exploitative activities, participative leadership, HPWS, and knowledge sharing.

A. Knowledge/Theoretical Contributions

In this study, knowledge can be drawn about employee ambidexterity strategies, namely exploitation and exploration, which can maintain the level of the company's competitive advantage. This research is also to provide updates from previous research by combining several variables from previous studies and analyzing the influence of several variables on employee ambidexterity. This study can also determine the impact of knowledge sharing and leadership style on employee ambidexterity in both exploration and exploitation. With this positive impact on exploitation and exploration strategies, it will produce superior and quality workers or employees.

The knowledge that needs to be applied in an organization or company is knowledge that is useful for increasing the excellence of the company itself [24]. Such as using exploitation and exploration strategies in the company is very influential, because in a company requires exploitation as a strategy or way to continue to utilize existing resources and develop them again so that they can still be useful. And requires exploration to develop and find new innovations that can make the company not left behind and not lose competitiveness from other companies.

The contribution of the results of this study that can be adopted is that companies or agencies can implement an ambidexterity strategy, namely exploitation and exploration of knowledge to employees to be able to maintain the level of competitive advantage of the company. This study also provides an updated conceptual model of combining and

adopting several variables from previous studies regarding the effect of knowledge sharing and leadership style on employee ambidexterity as shown in Figure 2. The results of this study indicate that by implementing the strategies offered, companies can produce superior and quality employees.

The findings of this study provide some support to the conceptual model presented. Specifically, the variables support that in two of the best universities in the Riau region, leadership participation and knowledge sharing activities can influence the existence of exploration and exploitation strategies by employees. These strategies are used to continue to utilize existing resources and redevelop them so that they can still be useful and to develop and find new innovations that can make the company not left behind and not lose competitiveness from other companies in order to increase the company's own excellence [25].

B. Managerial/Industry/Business Contributions

This research has a strong contribution to universities, companies or other organizations that have many employees in them. In this research, universities need to have leaders whose leadership style can make employees feel well cared for. Because in a company or university it is necessary to have employees who are able to understand strategies that can increase the excellence of the company itself. One way that supports the enthusiasm of employees in carrying out the process of exploitation strategies to develop these existing resources, and exploration innovations that must know and even learn new things again to develop new ideas, then a leader who is always participating and enthusiastic is needed.

A participative leadership style will make employees more free and maximize their performance to carry out exploitation and exploration innovations. With a leader who always gives trust to employees starting from small things to involving in making a decision is a trust that makes employees become more responsible in doing things. Therefore, research can help companies to find out what strategies will be carried out to be able to improve quality and still maintain the excellence of the company. Companies can also find out what factors can affect the level of employee performance in improving their performance in the company.

The results of this study contribute to the managerial institution or company that has a leadership style that strongly participates in improving employee performance. This is because employee performance in a company can increase influenced by the presence of enthusiastic leaders. In addition, the existence of knowledge sharing activities between employees can also help improve the quality of their performance [26]. These two factors can encourage exploration and exploitation strategies by employees to continue to utilize and develop existing resources and find new innovations so that the company does not experience lagging innovation from other companies or institutions.

The high quality of employee performance will boost accreditation and increase the excellence of the company itself. This will certainly be a business strategy for the company or agency that is right to be able to increase the competitive advantage and competitiveness of the company. Increasing the accreditation of an institution, in this case a university, of course it will also facilitate the entry of funds into the institution, both funds from the government and funds from outside the government.

The findings of this study can be used as a consideration for both educational institutions and other business entities to be able to establish an employee performance evaluation system. This is because the results of this study are closely related to employee performance which is needed in controlling the quality of the business processes of the institution. This research will be useful for agencies and educational institutions in formulating strategic policies to improve employee performance in order to maximize the business processes that have been running.

C. Limitation & Future Research Opportunity

In the market changes in the current era of globalization, it allows companies to be able to maintain their company's competitive advantage, no exception to a college must also maintain its advantage compared to other universities. In maintaining its advantage, universities also need to adopt strategies that can affect the increase of a company such as employee ambidexterity. In employee ambidexterity, there are two innovations, namely exploratory innovation which is a strategy to find new ideas to support the improvement of company excellence so as not to be left behind by the technological development of the times, and exploitation innovation that develops existing resources to continue to be utilized again. With this strategy, more creative and innovative employees will be born to provide new ideas to the college. In this study, the authors adopted the ambidexterity theory as a strategy to improve the quality of employee performance. For future research, it may be researched using other theories and can replace strategies that are not significant in this study by adding or using other strategies that can affect the quality of employee performance.

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