



## **Organizational Ambidexterity As A Mediating Variable Between High Performance Work Systems And Organizational Performance Corrections In Indonesia**

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### **Abstract**

Penitentiary ( prison ) and house state prison ( rutan ) continues experience enhancement over crowd from year to year . Comparison amount Among officer Correctional and Citizens built Penitentiary (WBP) becomes no balanced . Officer correctional have very important role in To do security and construction prisoners so that when free can Return to society . Destination study this for testing Organizational Ambidexterity as a variable that mediates High Performance Work System (HPWS) on Organizational Performance Directoral General Corrections in Indonesia. Study this use method study quantitative . Questionnaire used for collect data from 263 structural officials in prisons and homes overcrowded state prisoners in Indonesia. Modeling structural equation (SEM) and regression multiple used \_ for analyze data. Research Results show that Organizational Ambidexterity as a variable that mediates HPWS on Organizational Performance have positive and significant influence . \_

**Keywords:** high performance work system (HPWS), organizational ambidexterity, performance organizations , correctional facilities , prisons \_

### **Background Behind**

*Organizational Ambidexterity* Becomes interesting topic \_ for researched specifically in context organization . Researchers \_ consider this concept of ambidexterity Becomes very interesting thing.and is Thing new interest . \_ (Birkinshaw & Gupta, 2013) write in the research that ambidexterity is useful way \_ for face challenge organization in manage various type changes that occur . Based on searches performed \_ writer regarding organizational ambidexterity in particular for sector public still very minimal. A number of research conducted \_ for sector public related to organizational ambidexterity (Cannaerts et al., 2016, 2020; Choi & Chandler, 2015; Deserti & Rizzo, 2014; Smith & Umans, 2015) and research the show how organization public could apply and encourage innovation at a time focus on efficiency .

Smith and Umans state that difficult for find research that explores draft *Organizational Ambidexterity* in sector public . Study previously show that there is difference achievement *Organizational Ambidexterity* Among sector public and sector private . Factor the main thing that sets it apart is ownership . Sector public by ownership is owned by government and management for give service to society .

Miles and Snow 's research provides a number of implication about typology type of strategy for adaptation and effectiveness organization public , especially related with *Organizational Ambidexterity* and ability dynamic . (Bryson et al., 2007) see *Organizational Ambidexterity* refers

to balance Among exploration and exploitation via subunit or combined and differentiated individuals \_ by loose , each one specializes self in exploration and exploitation . ( Birkinshaw & Gupta, 2013) .

*Organizational* Performance for \_ \_ sector naturally have different indicators \_ with sector private. Sector public is organizations that have Duty main give service to society. Organizational performance it's very important for organization in achievement destination organization. Organizational performance is size performance subjective that involves evaluation employee than more size \_ objective. Research conducted by Walter shows results that evaluation connection between HPWS and performance organization in context sector public. Result show that HPWS can increase performance organization by straight away . (Ko & Smith-walter, nd) . Organizational performance is wrong one method for measure effectiveness organization. Needs will ability organization for determine goals and objectives in reach performance.

In organization public there is role the main one who gives service to Public that is Civil Servants (PNS). There are significant changes related with compensation received by civil servants after implementing bureaucratic reform. Bureaucratic reform is a form of the change that started with change the initial *mind set* of civil servants not yet serve with good Becomes Required serve with good. Change this also supported by gift compensation in the form of allowance performance or remuneration. The remuneration provided by the state to ministry / agency different in accordance with the criteria that have been set government. Enhancement income this naturally besides impact on increasing performance the organization will also impact on satisfaction work.

*Resource Based View* (RBV) assumes that company have source different power (heterogeneous) however \_ no move perfect. RBV strategy is trying for get superiority competitive with implement strategy and create value that is not by together implemented by other competitors however could maintained because competitor no could copy (J. Barney, 1991) . by general that company capable return circumstances that are not good Becomes sustainable from source power them (including cracked static power, ability dynamic, and knowledge . However source power this need:

1. *Valuable* ( Valuable ). Source power company capable create sustainable value \_ for company
2. *Rare* ( Rare ). Source power need distributed by heterogeneous throughout \_ company, and not easy accessed by competitors ; owned by little company.
3. *Inimitable* ( No there is comparison). Or low imitation \_ from source power for protect them not to imitated by its competitors .
4. *Non Substitutable* ( no could transferable ). Competitor no can have source equivalent power \_ for replace source power that is not could imitated .

For organization planning \_ superiority organization in the distant future more good and have superiority competitive, then organization must capable To do investation for source owned power. \_ This thing will \_ ensure that organization will capable compete in the future. *Strategic Human Resource Management* (SHRM) is bunch working practice \_ together and facilitate destination strategic (Sagar, 2019) . HRM system aims for increase performance profession with *High Performance Work System* (HPWS). HR is influential to performance company through performance work . (Para-González et al., 2019) . Rationale \_ connection between HPWS and performance is HPWS promote value , uniqueness and knowledge as well as skills employees who don't could imitated (Wright & Davis, 2003) , which in the end will produce superiority more competitive and performance \_ good . HPWS has proven by positive related close with performance organization , no only in company private but also in the company services and technology as well as new company \_ stand up (Zhang & Morris, 2014)

Assumption general in study sector public is organization public must efficient and innovative for resolve challenge like change demographics and digitization . *Organizational* ambidexterity one \_ variable that can be take effect positive increase performance organization . (Cannaerts et al., 2020) . Organization public moment this the more seen as one \_ tool main for increase productivity and for by effective push challenge social like hope increasing society , globalization

, challenges \_ demographics and climate , and with thereby as tool for increase growth economy . ( Umans et al., 2020) . because of that, for guard continuity something organization, required existence efficiency and innovation.

Based on explanation above \_ writer could conclude that by *research gap* found still very minimal study related with *Organizational Ambidexterity* for sector public. *Organizational Ambidexterity* as variable mediation still very little research. \_ Organizational performance public that different with performance organization private, because that until moment this still look for appropriate form . \_

Over crowding in prisons and detention centers Becomes very important thing for resolved. 2021 data \_ show prisoners as many as 268,919 people and the total prisoner as many as 64,526 people with case the most is drugs. The data show that performance Directorate General Correctional have very heavy duty in its management. Officer correctional become a very possessive person role in To do construction prisoners and care prisoner.

Amount for executor technical correctional facilities spread throughout Indonesia as many as 663 consisting of from prisons and prisons. Amount officer correctional facilities throughout Indonesia is 14,600 people where one officer \_ penitentiary keeping 55 prisoners ( comparison 1:55). ideal one officer \_ correctional fostering 25 prisoners ( comparison 1:25). Condition not ideal this is what causes Directorate General Correctional To do reception employee from in 2016-2019 as many as 24,124 CPNS. However, officer new penitentiary \_ this no conducted supplies with strong at the time of basic CPNS training. as a result, start many violations committed by them. \_ Based on search found \_ as many as 4 cases in period 2021 time. Data above explain that there is very important problem for quick solved that is officer correctional. Officer correctional this are very important people in To do security, construction prisoners and care prisoner. They must have integrity and competence for run duties and functions. There is responsibility answer big from organization for make officers \_ correctional Becomes officer who has integrity as well as capable protect and build. Coaching carried out by the organization to officer a new penitentiary is urgently needed. Facts coaching provided \_ to they it turns out weak and this proven with a lot violations committed by them. \_ Officers \_ new penitentiary \_ To do most violations \_ is Becomes courier drugs from the bookies in the institution correctional or house state prisoners.

Source Power Human (HR) for organization Becomes important thing \_ because could Becomes source superiority significantly competitive. \_ This thing apply in all organization good that public nor private. *Human Resource Management* (HRM) is a part important of organizational strategy . Success superiority competitive the organization is strongly influenced by the people who exist in organization. At the managerial level the Managers must have ability for start change pattern think they about employees and ways looking at connection work between employees. Change connection work that prioritizes as partner no again as superiors and subordinates. If relationship built \_ Among structured superiors and subordinates \_ with bureaucracy then what is intertwined rigid relationship. \_ However with build connection as partner so will intertwined more relationship \_ humanist and more relax.

HR is an asset owned by the organization and must be developed so that employees have good competence and become \_ superior human. \_ As an asset of organization then the employees will bring organization Becomes superior and competitive organization. \_ In management performance, factor man is the most decisive something organization. Every agency good in sector public nor private naturally need source power humans who have competence tall , have skills in field task , have knowledge and have ability taking right decision. \_ Required good ability and competence \_ from a leader in manage asset source power people owned by the organization so that could give good result \_ to organization. Success organization determined by role good leadership and driven by good performance \_\_ from whole component employee so that created something condition work process stability organization. This thing naturally will implications for business processes organization that will have optimal output and encourage progress organization.

For organization planning \_ superiority organization in the distant future more good and have superiority competitive , then organization must capable To do investation for source owned power. \_ This thing will \_ ensure that organization will capable compete in the future. *Strategic Human Resource Management* (SHRM) is bunch working practice \_ together and facilitate destination strategic (Sagar, 2019) . HRM system aims for increase performance profession with system work performance high (HPWS). because of the source power human (= employee ) influential to performance company through performance work . (Para-González et al., 2019) . Assumption general in study sector public is organization public must efficient and innovative for resolve challenge like change demographics and digitization. *Organizational* ambidexterity one \_ variable that can be take effect positive increase performance organization . (Cannaerts et al., 2020) . Current public organization this the more seen as one \_ tool main for increase productivity and for by effective push challenge social like hope increasing society , globalization , challenges \_ demographics and climate , and with thereby as tool for increase growth economy . ( Umans et al., 2020) . because of that , for guard continuity something organization, required existence efficiency and innovation .

### **Theoretical Perspective and literature review**

Organizational performance is one \_ method for measure effectiveness organization. Needs will ability for set goals and objectives for reach performance and how increase performance organization by whole no doubtful again is goals and objectives most important organization. Definition and measurement performance is challenge for researchers \_ because organization have many frequent goals \_ contradictory . (Chow et al., 1994) . Frequent performance used for measure overall status organization and policy related. Organizational performance could be measured with performance financial and non- financial (Yang et al., 2009) . Organizational performance consider three factor for measurement performance company , namely performance finance , performance operational and effectiveness organization (Venkatraman & Ramanujam, 1986) . explore connection Among planning source power people and performance organization. From the corner look source power man six financial factors found Becomes determinant main performance organization-level growth turnover , profitability , earnings per share , return on assets, profitability the annual average per employee and the proportion of company assets per employee . (Nkomo, 1987)

*Strategic Human Resource Management* ( SHRM) is one of the variables that describe Capabilities in RBV context. There is evidence developing empiricism \_ that HPWS can take effect to performance organization. HPWS has proven profitable affect turnover (Gunthrie , 2001); Huselid , 1995), productivity power work ( Huselid , 1995), productivity firm ( Guthrie , 2001), and performance finance companies (Guthrie, 2001; Huselid , 1995). Various arguments have been developed for explain connection between HPWS and performance organization. For example, Pfeffer (1998) argues that HPWS reduces cost administration with empower employee more far in hierarchy , so that remove level management. Perspective strategic think that employee organization ( i.e. human capital ) can Becomes source superiority competitive ( Delery Shaw , 2001; Huselid , 1995) when they add score for organization , difficult for imitated , by unique contribute to success organization , and not easy each other replace .

HPWS is set HR practices that aim for optimizing utilization knowledge , skills , and abilities for interest organization . (Kim et al., 2020) . HPWS is also a part from SHRM. HPWS is proven important for push quality work, improve involvement work and increase performance organization. Based on search study previously done \_ researcher that HPWS has an effect positive to performance organization . (Do et al., 2020) . HPWS is a worthwhile investment in existing people in organization which is source power man organization that will push performance organization. RBV helps explain how organization will produce superiority sustainable competitive \_ for organization. Enhancement abilities and behavior employee explain that HPWS improves performance in create value , which in the end will produce superiority competitive . (JB Barney & Hesterly, 2012)

Organization using HPWS for develop knowledge, skills and abilities employee as well as increase motivation employee with give training, empowerment and rewards . If linked with organization public now is existence allowance performance. allowance performance this given to employees who fulfill in accordance with target performance employees who have made ..

Based on searches conducted by researchers \_ related HPWS variable which is still very minimal so could formulated hypothesis as following

H 1: " *High Performance Work System (HPWS)* take effect positive to Organizational Performance (Organizational Performance ) "

**Organizational Ambidexterity and High Performance Work System (HPWS)**

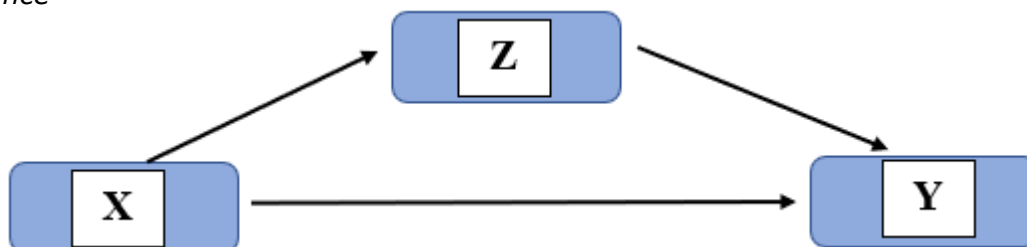
Study about management source power man strategic (HR) and skills organization assume that skills organization originated from manager operational pursuit \_ activity exploratory and exploitative . However , multilevel insight is not there is about how and through mechanisms by which HR practices really are could facilitate manager ambidexterity operational and how ambidexterity they are could resulting in organizational ambidexterity . Our multi - source and multilevel data from 467 managers operations and 104 senior managers in 52 companies disclose that top-down effect of HR practices that improve ability and motivation on manager ambidexterity operational part mediated by breadth the role of self-efficacy and intrinsic . orientation motivation . Besides that , we found that bottom-up relationship between manager operational and skills organization rely on HR practices that improve opportunity company . With that , our study provides important new multilevel insights \_ to in effectiveness strategic HR system in support dexterity individuals and organizations . (Mom et al., 2019)

Research that examines about HPWS in increase performance organization mediated by organizational ambidexterity variable is still seldom researched. Based on search study previously done \_ that not yet find. look at research before writer find that SHRM has connection direct to *Organizational Ambidexterity* Likewise , *Organizational Ambidexterity* also has influence to *Organizational Performance* however so far understanding researcher not yet there is study previously studied \_ influence mediation from *Organizational Ambidexterity* in connection between TMS and *Organizational Performance*. So could formulated hypothesis as following :

H 2: " *High Performance Work System (HPWS)* take effect positive to *Organizational Ambidexterity*

H 3: " *Organizational Ambidexterity* take effect positive to *Organizational Performance* "

H 4: " *Organizational Ambidexterity* mediate influence between HPWS and *Organizational Performance* "



**Methodology**

Study this use method study quantitative . Non- experimental research design is design correlation using \_ correlation statistics for describe and measure degrees or relationship ( relation ) between two variable Suite score (John W. Creswell, 2009) . Research Design this is study purposeful causal \_ for test hypothesis about influence variable exogenous ( Satisfaction Work , TMT, HPWS) against endogenous variables ( Organizational Performance ) with mediation variable *Organizational Ambidexterity* in Correctional Institutions and Homes State Prisoners throughout Indonesia. Population in study this is whole institution correctional and home state prisoners scattered throughout Indonesia, totaling 526 offices. The distribution of UPT is institution correctional and home state prisoners from each Regional Office of the Ministry of Law and Human Rights of the Republic of Indonesia. Sample is election part element or individual from more population \_ big (Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2013) . Determination sample in study this use technique random layered ( *Stratified Random Sampling*). This thing conducted because population homogeneous . Amount sample taken \_ totaling 263 institutions correctional and home state prisoners. Amount sample is 263, next from number of implementing units technically spread throughout Indonesia are classified \_ based on from institution correctional and home *overcrowding* state prisoners.

Calculation sample with consider the methods and analysis used. Study this use analysis *Structural Equation Modeling* (SEM), then calculation the minimum sample also becomes mandatory thing \_ considered .

**Measurement of scale**

Measurement in questionnaire this arranged use scale likert. There are five scales used start out of 5 strongly agree, 4 agree, 3 neutral, 2 disagree agree , 1 strongly disagree agree . Questionnaire used \_ for measuring HPWS adopt from questionnaire (Escrig-tena & Bou-llusar, 2008) . Questionnaire for measuring organizational ambidexterity using questionnaire (Raisch et al., 2009) , whereas questionnaire for performance organization use (Brewer et al., 2000) . Unit of analysis in study this public organizations so that use tool appropriate measure \_ with public organization .

**Data analysis**

Data analysis used in study this use factor analysis and analysis correlation . Test carried out are normality test , validity test, reliability test . Hypothesis test using SEM (AMOS).

**Results and findings**

In study this results hypothesis test analysis with measure reliability of scale items , Croncach alpha (α) and composite reliability (CR). Validity test and reliability test in study this seen from the table below this :

**Tabel I** Confirmatory Factor Analysis

Indicator	Loading Factor
<b>HPWS</b>	
Selective Staffing	0,765
Comprehensive training	0,861
Developmental performance appraisal	0,896
Equitable reward systems	0,773
Performance based pay	0,545
<b>Organizational Ambidexterity</b>	
Exploitation	0,862
Exploration	0,883
<b>Organizational Performance</b>	
Internal Performance	0,881
External Performance	0,862

Stage first in research model testing is To do analysis feasibility of the research model . As for the results testing feasibility of the developed research model in study this , served in Table following this .

**Tabel 2** Research Model Feasibility Test Results

Good of Fit Index	Results	Nilai kritis	Kesimpulan
Cisquare/DF	1,481	$2 < X^2/df < 5$	Marginal Fit
CFI	0,986	$\geq 0,9$	Good Fit
GFI	0,941	$\geq 0,9$	Good Fit
AGFI	0,912	$\geq 0,9$	Good Fit
RMSEA	0,043	$\leq 0.08$	Good Fit
RMR	0,008	$\leq 0.05$	Good Fit
TLI	0.981	0.9	Good Fit

**Evaluation Data Normality**

Estimate with *Maximum Likelihood* want *variables observed* must Fulfill assumption normality *multivariate*. Analysis normality conducted with observe CR value for *multivariate* with range 2.58 on level 1% significance .

**Table 3** Normality Test

Variable	min	max	skew	cr	kurtosis	cr
EXT	2,833	5,000	.204	1.351	.530	1,753
INT	3,000	5,000	.235	1.556	.548	1,813
EXPLOR	2.750	5,000	-.012	-.078	.385	1,274
OPERATION	2,750	5,000	.106	.701	.555	1.838
SS	2,750	5,000	.148	.980	.926	3.066
CT	2.667	5,000	.297	1.967	1.244	4.117
CCA	2.714	5,000	.164	1.088	1.403	4.643
RHS	2,500	5,000	-.008	-.051	1.147	3.796
CCMS	2.670	5.000	-.172	-1.141	-.520	-1.721
Multivariate					63.990	21.620

Test results normality show that CR value for *multivariate* is 21,620 which is below 63,990 so could said no there is proof that distribution of *observed variable* data not normal.

**2) Evaluation Outliers**

Distance Test *Mahalanobis* ( *Mahalanobis Distance* ) is used for see there is whether or not *outliers* by *multivariate*. For count *Mahalanobis Distance* based on score *Chi-Square* in degrees free 16 ( number indicator ) at the level of  $p < 0.001$  is 2 ( 16 ; 0.001 ) = 32,000 ( based on table distribution 2 ) . Based on results data processing , can is known that distance *Mahalanobis* is 52,618 more big of 2 tables ( 32,000 ) which means that there is *multivariate outliers* so that could concluded that there is the problem of *outliers in the* research data .

**3) Evaluation Multicollinearity and Singularity**

Next data test is for see is there is multicollinearity in a combination variable exogenous . Indication existence multicollinearity and singularity could is known through score determinant matrix true covariance \_ small or close to zero. Based on results data processing , value determinant matrix covariance *sample* is : *Determinant of sample covariance matrix* = 0.000. Because value close to 0 then concluded occur multicollinearity , however thereby still could received because number of samples already above 100, and based on the CFA test all items are valid.

**b. Test Feasibility of Research Model**

Test feasibility of research model conducted after analysis to level unidimensionality from dimensions / indicators shaper tested latent variables with *confirmatory factor analysis* , analysis next is analysis *Structural Equal Modeling* (SEM) in full model.

**Hasil Analisis Structural Equation Modeling (SEM)**

Stage first in research model testing is To do analysis the feasibility of the research model . As for the results testing feasibility of the developed research model in study this , served in Table following this .

**Tabel 4** Research Model Feasibility Test Results

Good of Fit Index	Results	Nilai kritis	Kesimpulan
Cisquare/DF	1,481	$2 < X^2/df < 5$	Marginal Fit
CFI	0,986	$\geq 0,9$	Good Fit
GFI	0,941	$\geq 0,9$	Good Fit
AGFI	0,912	$\geq 0,9$	Good Fit
RMSEA	0,043	$\leq 0.08$	Good Fit
RMR	0,008	$\leq 0.05$	Good Fit
TLI	0,981	$\geq 0,9$	Good Fit

Based on the results of the feasibility test of the model presented in the table above, it shows that overall the test criteria are in a good category or meet the required assessment criteria. High performance work system (HPWS) indicators analyzed consist of selective staffing, comprehensive training, Developmental performance appraisal, equitable reward systems and performance based pay. The estimation model shows the factor loading value of the High

Performance Work System (HPWS) variable, as shown in the table below.

**Tabel 5** Nilai *Factor Loading High performance work system (HPWS)*

<b>Indikator</b>	<b>Factor Loading</b>
selesctive staffing	0,765
comprehensive training	0,861
<b>Developmental performance appraisal</b>	<b>0,896</b>
equitable reward systems	0,773
performance based pay	0,545

The table above, the estimation model for factor loading shows that the Developmental performance appraisal indicator as a measure of the High performance work system (HPWS) variable makes the largest contribution and then other indicators are followed in succession, namely comprehensive training, equitable reward systems, selective staffing and performance based. pay. This means that the Developmental performance appraisal indicator dominates as a measure of the High Performance Work System (HPWS) compared to other indicators. The results showed that the Developmental performance appraisal indicator was the best reflection for the High performance work system (HPWS) variable.

#### **4) Organization ambidexterity**

Organization ambidexterity indicators analyzed consist of exploitation and exploration. The estimation model shows the factor loading value of the Organization ambidexterity variable, as shown in the table below.

**Tabel 6** Nilai *Factor Loading Organization ambidexterity*

<b>Indikator</b>	<b>Factor Loading</b>
exploitation	0,862
<b>exploration</b>	<b>0,883</b>

The table above, the estimation model for the factor loading value shows that the exploration indicator as a measure of the Organization ambidexterity variable provides the largest contribution and is followed by other indicators in a row, namely exploitation. This means that the exploration indicator dominates as a measure of Organization ambidexterity compared to other indicators. The results show that the exploration indicator is the best reflection of the Organization ambidexterity variable.

#### **4) Organizational performance**

The analyzed organizational performance indicators consist of internal performance and external performance. The estimation model shows the factor loading value of the organizational performance variable, as shown in the table below.

**Tabel 7** *Value of Factor Loading Organizational Performance*

<b>Indicator</b>	<b>Factor Loading</b>
<b>internal performance</b>	<b>0.881</b>
external performance	0.862

The table above, the estimation model of the factor loading value shows that the internal performance indicator as a measure of the organizational performance variable gives the largest contribution and then other indicators are followed in a row, namely external performance. This means that internal performance indicators dominate as a measure of organizational performance compared to other indicators. The results showed that the internal performance indicators were the best reflection of the organizational performance variable.

#### **4. Hypothesis Testing Results**

The structural equation model used as a whole consists of three exogenous variables, one endogenous variable and one intervening variable. The table below shows that the estimates of standardized effects consist of estimates of standardized direct effects, estimates of standardized



indirect effects and estimates of standardized total effects.

**Table 8** Research Variable Causality Test

Hip	Exogenous	Mediation	endogenous	Influence Direct		Influence Not Direct	Total
				Koef	Prob		
H1	High performance work system (HPWS)	OA	-	0,561	0,000	-	-
H2	High performance work system (HPWS)		KO	0,294	0,000	-	-
H3	-	OA	KO	0,315	0,000	-	-
H4	High performance work system (HPWS)	OA	KO	-	-	0.561x0.315 =0.177	0.294+0.177 =0.471

The results of the analysis show that all direct, indirect, and total paths in the structural equation model have a significant effect (p-value or probability value <0.05). Testing the ten hypotheses proposed in this study was conducted by analyzing the value of the Critical Ratio (CR) and the probability of a causal relationship.

Based on the table above, it can be seen that the direct effect of Job Satisfaction on organization ambidexterity is 0.163. Top Management team (TMT) to organization ambidexterity is 0.156. High performance work system (HPWS) to organization ambidexterity is 0.561. The direct effect of Job Satisfaction on organizational performance is 0.167. Top Management team (TMT) on organizational performance is 0.025. High performance work system (HPWS) on organizational performance is 0.294. organization ambidexterity to organizational performance is 0.315.

Based on the table above, it shows the indirect effect of exogenous variables (Job Satisfaction, Top Management team (TMT) and High performance work system (HPWS)) on endogenous variables (organizational performance) through mediating variables (organization ambidexterity). The effect of job satisfaction on organizational performance mediated by organization ambidexterity is 0.051. The effect of Top Management team (TMT) on organizational performance mediated by organization ambidexterity is 0.049. The effect of High Performance Work System (HPWS) on organizational performance mediated by organization ambidexterity is 0.177.

**Table 9** Test Hypothesis Study

Variable	Estimate	SE	CR	P	Information
OA <-- HPWS	0.561	0.090	6,207	0.000	Take effect Significant
KO <-- HPWS	0.294	0.089	3,297	0.000	Take effect Significant
KO <-- OA	0.315	0.086	3,683	0.000	Take effect Significant

**Hypothesis test**

H1. High performance work system (HPWS) has an effect on organization ambidexterity. The parameter estimation for testing the effect of High performance work system (HPWS) on the organization ambidexterity shows a cr value of 6.207 with a probability of 0.000. Because the probability value is <0.05, it can be concluded that the High Performance Work System (HPWS) variable is proven to have a positive and significant effect on organization ambidexterity. The results showed that hypothesis 1 was tested

H2. High performance work system (HPWS) has an effect on organizational performance. The parameter estimation for testing the effect of High performance work system (HPWS) on organizational performance shows a cr value of 3.297 with a probability of 0.000. Because the probability value is <0.05, it can be concluded that the High Performance Work System (HPWS) variable is proven to have a positive and significant effect on organizational performance. The results showed that hypothesis 2 was tested.

H3. organization ambidexterity affects organizational performance. The parameter estimation for testing the effect of organization ambidexterity on organizational performance shows a cr value of 3.683 with a probability of 0.000. Because the probability value is <0.05, it can be concluded that the variable organization ambidexterity is proven to have a positive and significant effect on organizational performance. The results showed that hypothesis

3 was tested.

H4. High performance work system (HPWS) affects Organizational Performance through organization ambidexterity

The parameter estimation for testing the effect of High Performance Work System (HPWS) on Organizational Performance shows a cr value of 3.297 with a probability of 0.000. Because the probability value is  $<0.05$ , it can be concluded that the High Performance Work System (HPWS) variable has a positive and significant effect on Organizational Performance. The estimated parameter for testing the effect of High Performance Work System (HPWS) on organization ambidexterity shows a cr value of 6.207 with a probability of 0.000.

The direct effect of High Performance Work System (HPWS) on organizational performance through organization ambidexterity is  $3,297 \times 6,207 = 20,464$ . Based on these results, the indirect effect is greater than the direct effect. Thus, it can be concluded that the variable organization ambidexterity is positively and significantly proven to mediate the relationship between High Performance Work System (HPWS) and organizational performance. The results of the study prove that hypothesis 4 is tested

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