

Harmony in Action: Developing Organizational and Innovative Ambidexterity to Achieve Job Performance Excellence Under Agile Leadership

Deni Surapto ^{1*}, Usep Suhud ², Christian Wiradendi Wolor ³

¹ Universitas Terbuka, Indonesia

^{2,3} Universitas Negeri Jakarta, Indonesia

Abstract

Human resource management is essential for businesses. Every company that wants to succeed must hire employees who fit its culture and have the necessary capabilities. The key role played by a leader in achieving organizational success. Trusted working relationships can improve cooperation, communication, and overall team performance. The ability to simultaneously explore and exploit various resources, knowledge, or opportunities is required. This study examines the role of leadership, trust, ambidexterity and job performance. The research sample was conducted in the middle management of Indonesian Distance Open Education with as many as 260 people with quantitative methods through the SEM PLS approach. The questionnaires were distributed using 5 Likert scales of negative and positive polar statements. The results showed that almost all hypotheses can be accepted with significant positives with moderate averages and mutually influence each variable directly or indirectly.

Keywords: Agile Leadership, Interpersonal Trust, Innovation Ambidexterity, Organizational Ambidexterity, Job Performance

1. Introduction

Management of harmonization of human resources creates a state of balance by Fabio and Tsuda (2018) and alignment between the needs of the company and the capabilities and potential of its employees (Lumbanraja et al., 2024; Siikaniemi, 2009). In fact, Human resource management is very important for businesses (Cakar et al., 2003). Every company that wants to succeed must hire employees who fit its culture and have the necessary skills (Christopher, 2011). Leadership and human resource management (HRM) are closely related within the Company (Liu et al., 2003). Leadership impacts how human resources are produced, managed, and motivated. Hence, leadership is important to human resources (Salas-Vallina & Fernandez, 2017). Effective leadership directs the organization and identifies the competencies and capabilities needed to achieve goals (Sadeghi & Piee, 2012). In organizations, trust and leadership go hand in hand. Businesses can be successful, and employees can be engaged and productive, there must be confidence in leadership (A. Hassan & Ahmed, 2011; Joseph & Winston, 2005). Leaders who are not transparent about decisions, goals, or performance can generate mistrust among employees plus inconsistent leader behavior can erode trust over time and failing to keep commitments can undermine trust in leadership (Emuwa, 2016; B. Kim et al., 2017).

Leadership issues will impact an organization's capacity to drive and execute innovation (Şen & Eren, 2012). For fear of failure, some leaders tend to avoid the risks associated with innovation (Zhou et al., 2020). These initiatives may not succeed if the leader does not provide adequate funding or support to the innovative project (Moffat & Auer, 2006). Changes in procedures, structure, or organizational culture are often necessary for innovation (Bendak et al., 2020; Hogan & Coote, 2014; Sharifirad & Ataei, 2012). Innovation may be hampered by unskilled

leaders tackling change (Glisson, 2015). The reality of the organization may not align with the vision or reality of the leader (Azhar et al., 2012). Leaders whose organizations lack the creativity to generate new ideas but have the knowledge to put them into practice (Hughes et al., 2018). The ability of hierarchical authoritarianism to stifle the creativity and collaboration of team members is another effect of leadership (Paulus et al., 2011). The ability of ambidexterous leaders to execute and integrate day-to-day operational tasks with exploration and innovation can be challenging challenges that can lead to a variety of other problems (H. E. Lin & McDonough, 2011). Leaders are typically more concerned with short-term operational tasks than long-term research and innovation (Hitt et al., 1994). As a result, organizations may miss opportunities to grow and adapt to changing environments, unlike typical operational tasks, exploration and innovation often require time, resources, and support (Heirati et al., 2017). Exploitation and exploration often require different methods and cultural norms. Striking the right balance between expanding an organization's reach and maintaining current levels of operational excellence can be difficult for leaders (Y. Zhang et al., 2019). A person's performance and interpersonal beliefs can be negatively affected by inflexible or disjointed organizational structures, which can also hinder ambidexterity (Chams-Anturi et al., 2020). Personal trust issues can seriously impact a person's productivity at work (Guinot et al., 2014). People who feel insecure about their skills often face challenges in performance (Bakiev, 2013a). This can hinder people from taking initiative, taking chances or achieving professional development (Panahi et al., 2016). A lack of trust can hinder teamwork, communication, and overall team performance (Stuart et al., 2012). Often, ambidexterity requires managing different resources by switching attention between tasks involving exploration and exploitation (Ahammad et al., 2019). The inability to concentrate fully on one task can cause this to affect how well it is carried out (Asif, 2017; Degerkvist & Hellström, 2019). Individual efforts to complete exploration tasks may be hampered by resistance from those who do not recognize or value innovation or exploration (Mazur, 2018). This resistance has the potential to hinder performance and prevent a person from trying new things (Stokes et al., 2019). This study integrates components of Agile Leadership, interpersonal trust, innovation, ambidexterity and performance and seeks to understand how these variables relate to each other and impact individual and organizational performance as a whole as well as look at the influence of Agile Leadership on Performance, Analyze the Role of Interpersonal Trust in Ambidexterity Innovation, Examine the Relationship between Ambidexterity Innovation and Work Performance

2. Literature Review

2.1 Agile leadership (AL) - Interpersonal Trust (IT)

An interesting and important topic for research in an organizational environment is how Agile leadership affects interpersonal trust. Agile leadership often places great emphasis on honest communication and close teamwork (Bushuyeva et al., 2019). This type of leadership encourages open communication, seamless sharing of ideas, and cooperative problem-solving (Akkaya & Üstgör, 2020). As a result, team members often feel more comfortable exchanging ideas and information, which can increase interpersonal trust (Akkaya, 2022). Mutual trust underlies a work culture fostered by agile leadership; employees are more likely to trust each other and collaborate well when they feel that their coworkers and superiors value and encourage them (Spiegler et al., 2021). Agile leadership is characterized by its ability to adapt quickly and flexibly to change (Attar & Abdul-Kareem, 2020a). Leaders who use this strategy often give their team members the freedom to experiment and find new approaches to problem-solving (Jabloco, 2008). Agile leaders support the growth of interpersonal trust in teams by creating an environment that encourages creativity and experimentation (Hughes et al., 2018). In business, interpersonal trust can benefit from agile leadership (Parker et al., 2015). Agile leaders build a work culture that makes strong interpersonal trust a strategy that emphasizes cooperation, engagement, support, and responsiveness (X. Lu & Guy, 2014). This is important to improve team and organizational performance. H1. Positive influence *Agile leadership* towards *Interpersonal Trust*

2.2 Agile leadership - Innovation Ambidexterity (IA)

Agile leadership can influence the ambidexterity of innovation, which is especially important when considering how adaptable and responsive leadership styles affect an organization's capacity to handle tasks of exploitation and exploration simultaneously (Attar & Abdul-Kareem, 2020a). Agile leadership is often associated with a

creative and courageous work culture (Hayward, 2021). This type of leadership strongly encourages experimentation, fresh thinking, and the creation of original solutions (Hughes et al., 2018). Encouraging team members to perform routine daily tasks while keeping an open mind to new opportunities to innovate (DiLiello & Houghton, 2006) creates a solid foundation for the ambidexterity of innovation (Y. Y. Chang & Hughes, 2012). Agile leadership offers the adaptability needed to experiment with different strategies and investigate new concepts (Kezar, 2023). A culture where team members feel free to try new ideas and take risks without fear of repercussions or criticism will be fostered by leaders who are flexible and open to change (Eubanks et al., 2010). This can increase the company's capacity to perform the investigative work necessary for ambidexterity innovation (H. E. Lin & McDonough, 2011). Team members are allowed to freely exchange ideas (H. E. Lin et al., 2013), information, and resources when their leaders foster good collaboration and communication (Rosing et al., 2011). This makes it easier for team members to work closely together to complete tasks related to exploration and exploitation, which is essential for innovative ambidexterity (Lavikka et al., 2015). Team members are more aware of new opportunities and emerging issues when leaders are flexible and receptive to change (Gill, 2002). It encourages ambidexterity of innovation by allowing companies to react quickly to change and modify their creative strategies if necessary (Kortmann, 2015). Impact of Agile Leadership on Innovation Ambidexterity fosters a collaborative, innovative, and adaptable work environment (Uhl-Bien & Arena, 2018). Leaders can help organizations successfully complete exploitation and exploration tasks simultaneously in a sustainable manner and with competitiveness in an ever-changing marketplace. This innovation approach is adaptable and flexible (Kodama, 2019).

2.3 Agile leadership - Organizational Ambidexterity (OA)

Organizational ambidexterity is defined as the ability of an organization to explore and exploit simultaneously (J. Y. Lee et al., 2019) and has gained the attention of researchers who have examined its beneficial effects on organizational performance and success (Gallagher et al., 2008). Agile leadership affects an organization's ambidexterity when considering how adaptable and responsive leadership styles affect an organization's capacity to perform tasks of exploration and exploitation simultaneously (Baškarada et al., 2016). Agile leadership typically fosters a bold and inventive work environment (Şen et al., 2013). Leaders who take this approach often provide a strong impetus for innovation, trial, and the creation of original solutions (Dell'Era et al., 2020). This encourages businesses to complete their daily routine activities while keeping an open mind to new opportunities to innovate (Carneiro, 2008), thus laying a strong basis for the ambidexterity of the organization (Baškarada et al., 2016). In contrast, agile leadership places great emphasis on honest communication and close teamwork (Penshorn, 2013). Team members are allowed to freely exchange ideas, information, and resources as their leaders foster good collaboration and communication (Farrell et al., 2005). Agile leadership gives companies the adaptability they need to adapt to the changing business environment (Marques, 2015; Paudel, 2019). Leaders who are adaptive and responsive to change often inspire their teams to constantly seek out new opportunities and growing problems (Yukal & Mehsud, 2010). It drives organizational ambidexterity by allowing organizations to quickly adapt to change and modify their creative strategies if needed (Ali et al., 2020). ideas, information, and resources without Limitations (Papa, 2015). This makes it easier for departments and business units to work closely together to complete exploration and exploitation tasks, which are critical to organizational ambidexterity (Crossley et al., 2013; Xenikou & Simosi, 2006). Agile leadership fosters organizational ambidexterity, which in turn fosters a collaborative, innovative, and adaptable work environment (Davis, 2009). Leaders can help organizations successfully accomplish exploitation and exploration tasks that are critical to sustainability and competitiveness in an ever-changing market simultaneously using adaptable and flexible innovation approaches (M. Chang, 2010; Dombrowski et al., 2007).

2.4 Interpersonal Trust - Job Performance (JP)

An important topic in the study of organization and human resource management is the impact of interpersonal trust on job performance (Vanhala Ritala, 2016). When there is a high level of interpersonal trust, team members will feel more comfortable sharing resources, ideas, and information with each other (Hecht & Allen, 2009). This can enhance teamwork among members, allowing them to function as a cohesive unit to achieve common goals (Lu, 2015). Therefore, the overall performance of the team may improve (Dirks, 1999). Effective interpersonal

trust also makes it easier for team members to communicate honestly and freely (M. Hassan et al., 2012). People are more likely to talk openly about their desires, hopes, and challenges when they have mutual trust (Six, 2007). Better performance is the result of improved communication as it reduces miscommunication, reduces conflict, and speeds up problem resolution from Dreu and Beersma (2005). People are more devoted to the company and its purpose when they believe they can trust each other (Currall & Judge, 1995). They are more driven to give everything in the work because they feel more part of the team (Rosenthal, 1997). As a result, there is an increased level of loyalty to the company, which can be beneficial for staff retention and long-term productivity (Westover et al., 2010). This can result in more inventive and creative solutions and ideas, which will improve the overall performance of the team and organization (De Jong & Den Hartog, 2007). Therefore, the effectiveness of people, groups, and businesses as a whole can be significantly affected by high levels of interpersonal trust (Schindler & Thomas, 1993). Building and maintaining good interpersonal trust among team members to achieve peak performance and foster a positive and productive work environment is a very worthwhile investment (Guinot et al., 2014).

2.5 Innovation Ambidexterity - Job Performance

Businesses can strike the right balance between completing common tasks and creating new ones, the impact of innovation ambidexterity on performance is an interesting topic to investigate further (Heckmann & Maedche, 2018). Agile innovation helps businesses stay competitive and relevant in an ever-changing business environment (Binci et al., 2023). Organizations can respond to market changes, technological advancements, and client demands by conducting current exploitation activities and simultaneously investigating new concepts (Alpkan et al., 2012). By enabling a company to remain relevant and sustainable, it can improve its overall performance (Wan et al., 2017). Organizations foster creativity and innovation at all levels by applying an ambidexterity approach to innovation (Y. Y. Chang & Hughes, 2012; Revilla & Rodríguez-Prado, 2018). Organizations can build long-term competitive advantage by carrying out effective operational activities while creating new innovations (M. J. J. Lin & Chen, 2008). Better performance in terms of market share, revenue growth, and profitability will probably result from this (Bhattacharya et al., 2022; Buzzell et al., 1975; Etale et al., 2016). Through ambidexterity innovation practices, the corporate environment can grow in knowledge and acquire new talents (S. L. Wang et al., 2019). By investigating new concepts and testing them, people can improve their proficiency and gain greater authority in the workplace (Al-Jammal et al., 2015; Lovell, 2003). Individual performance can be improved by this, as it provides the resources necessary for success in an ever-evolving work environment (Y. Zhang et al., 2019). Overall, innovation ambidexterity can improve an organization's performance by making it competitive, relevant, and inventive in an ever-evolving market (Xing et al., 2024). Long-term optimal performance can be achieved through ambidexterity innovation, which fosters creativity, adaptability, and continuous learning (Dranev et al., 2020).

2.6 Organizational Ambidexterity - Job Performance

A key field of study in organizational and strategic management is the impact of organizational ambidexterity on job performance (Rojo et al., 2016). The ability to perform normal day-to-day tasks (exploitation) while keeping an eye on innovation and new ideas (exploration) is made possible by the ambidexterity of the organization (Hald & Nordio, 2020). Organizations can create new concepts, launch new goods and services and adapt to changing market conditions by striking the right balance between these two factors (Birkinshaw & Gupta, 2013). By keeping the organization relevant and competitive in the market, it can improve performance within the Company (Ceptureanu et al., 2022). Organizations that have organizational ambidexterity can adapt more quickly to market and technological changes (Ho et al., 2011; Ouyang et al., 2020). Organizations can react to market trends and changes more quickly when they have the capacity to execute standard tasks while seeking new opportunities for innovation (Palacios et al., 2016). By doing this, organizations can stay on track today and seize new opportunities (Iii et al., 2009). In addition to creativity, organizational ambidexterity emphasizes highly effective and efficient day-to-day operations (Yu et al., 2020). Organizations can ensure that their resources are used as efficiently as possible by implementing effective systems and procedures to handle routine tasks (Syncula, 2002). This can increase productivity and reduce waste, which will improve organizational performance (Singh et al., 2016; Taris & Schreurs, 2009). Innovation and the development of new ideas are promoted in the workplace when there is

organizational ambidexterity (Hwang et al., 2023). Individuals and teams can feel more engaged and motivated when given the opportunity to work together on operational tasks and take part in the discovery of new ideas (Jansen et al., 2008). Increasing happiness and work engagement and delivering better results can improve individual and team performance (Hald & Nordio, 2020). Through increased creativity, adaptability, flexibility, and efficiency, organizational ambidexterity can improve performance (Sun et al., 2020). Organizations can strike the best balance between managing a stable business and creating new prospects for future growth and development by incorporating exploitation and exploration into their strategy and operations (K. Lee et al., 2017).

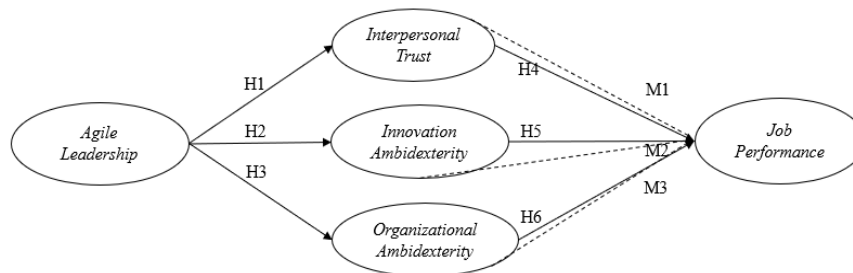


Figure 1. Agile leadership Model

In Figure 1 it can be explained that hypotheses one, two and three that agile leadership and other variable affect job performance by three direct and indirect variables including three intervening variables

3. Method

This research with quantitative methods through correlational design statistical measures used to assess how closely related two or more variables are. Strengths and relationships between variables are reflected, such as relationships between levels of *agile leadership*, *interpersonal trust*, *Innovation Ambidexterity*, *Organizational Ambidexterity* and *Job Performance*. The object of the study was employees of Open University lecturers with a sample of 250 people through the distribution of questionnaires with five Likert scales given to employees to measure the effect of four variables on job performance. Data analysis technique through equation model (SEM Pls) by testing 6 hypotheses and three intervening variables. Partial least squares structural equation modeling (PLS-SEM) is one of the most widely used multivariate data analysis methods in quantitative research (Memon et al., 2021).

4. Results

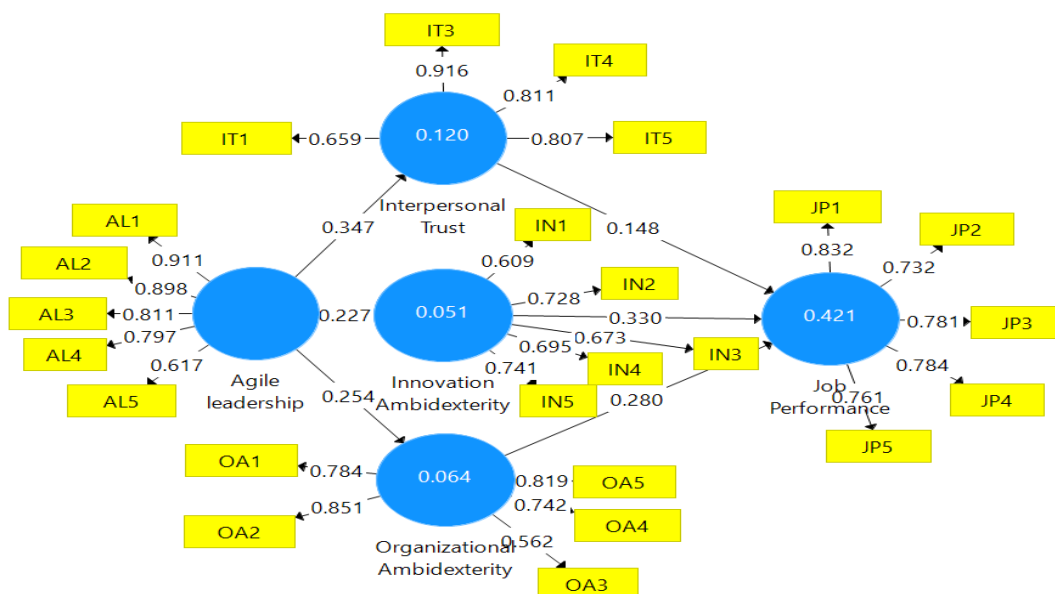


Figure 2. Results of Data Processing

The results of data processing show that one indicator is omitted. Interpersonal trust 2. Limiting the outer loading value to more than 0.5 is still appropriate even though other indicators have an outer loading of more than 0.5, considering the validity and reliability of the research construct are still in the testing stage, Hair et al., (2010). The results of this research process are good and do not cause problems because the average indicator value above the cutoff value is above 0.7, which supports the need for outer loading above 0.7. Cronbach's Alpha, which achieves a good construct with a value of 0.8 for each indication exceeding the required limit, indicates the validity of the result. (Gozali and Latan, 2015), as well as for composite reliability above 0.6 (Latan & Noonan, 2017).

Table 1 supports a discussion of each variable

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Agile leadership	0,870	0,908	0,906	0,662
Innovation Ambidexterity	0,725	0,729	0,820	0,577
Interpersonal Trust	0,811	0,819	0,878	0,646
Job Performance	0,838	0,848	0,885	0,607
Organizational Ambidexterity	0,809	0,823	0,869	0,575

The measurements of a construct must be firmly connected (Kwong, 2013). This study shows that constructs can account for 50% of item variance when the AVE value is greater than 0.5 (Sarstedt & Hair, 2021). Because each indicator has a strong correlation with its own construct, the discriminatory validity of the research indicator can be determined reflectively and has a good construct with a value of 0.742. This refers to the Fornell-Larker Criterion, which states that if the correlation between the cross-loading value with the latent variable and the AVE root value is greater, then the criterion is true. The value of the Heterotrait Monotriate Ratio of Correlation (HTMT) is < 0.9 and is predicted to be > 0.7 . Based on the research findings, the value is 0.830, which guarantees the validity of the discriminant. Collinearity statistics (VIF) are characterised by a VIF value of > 0.5 or have a limit of > 0.9 . Because each indicator in this study has a VIF value of less than 0.5, there is no multicollinearity in any of these indicators. The route coefficient, or direct influence value, of this study, has been normalized to range from -1 to +1, with the influence of AL on IT at 0.347 and the influence of AL on IA at 0.227, the influence of AL on OA at 0.254 and IT on JP of 0.148, IA to JP 0.330 and the influence of OA on Job Performance of 0.280.

Table 2. F Square in sigifikansi size

	Agile leadership	Innovation Ambidexterity	Interpersonal Trust	Job Performance	Organizational Ambidexterity
Agile leadership		0,254	0,137		0,269
Innovation Ambidexterity				0,216	
Interpersonal Trust				0,222	
Job Performance					
Organizational Ambidexterity				0,265	

4.1 Agile leadership has a significant positive effect on interpersonal trust

The findings of this study show that the value of the influence of AL and IT on F Square <2 is negligible or has only a very small effect from the required requirement of 0.137. The results of this study are not in line with previous research from Akaya (2022), which shows how AI and IT play a major role in determining the development of team performance, AI patterns over time are influenced by increased personal confidence, and AI represents the continued success of organizational adaptation (Fernandes et al., 2023; Ratnawati et al., 2024). Other research from Chatbury et al. (2011) also showed a statistically significant relationship between leadership and interpersonal trust. Good leadership can create relational dynamic relationships in evolutionarily evolutionary organizational processes (Maritsa et al., 2022), and interpersonal trust contributes to the mechanisms underlying the establishment of cooperation (Y. Xie et al., 2024). The impact of agile leadership can help employees gain confidence and manage work and life satisfaction and job satisfaction (Aftab et al., 2022). The development of leadership agility plays an important role in operational capabilities and has a major impact on agile leaders (Zulkifli et al., 2021). Agile leadership competencies will be valuable for success (Attar & Abdul-Kareem, 2020b). Not only operational capabilities and agile leadership but also structure, culture and systems (Joiner, 2019b).

4.2 Agile leadership has a significant positive effect on innovation ambidexterity

The variable findings of agile leadership on innovation ambidexterity of 0.254 and its effect on the rather moderate F square requirements, especially < 0.15 and > 0.35, are estimated to have an impact (Hair. et al., 2017) and support hypotheses that have a significant positive effect in this study. The study supports previous research from Cardona-Cano et al. (2024) that leadership style positively affects ambidexterity (Ahmed et al., 2024; Scheepers & Storm, 2019), there is a relationship between leadership, ambidexterity and innovation performance (Farzaneh et al., 2022; Muhammad et al., 2021; van Assen, 2020). Other research findings show that ambidexterity of exploration and exploitation innovation can help company performance generate sustainable superior competitive advantage (Eduardo et al., 2024; Nakandala et al., 2024; Ragazou et al., 2022; Sayed & Dayan, 2024; Tajeddini et al., 2024). Other research results from Benghozi et al., (2013) demonstrate that ambidexterity can be achieved by improving knowledge management capabilities and the availability of agile leadership (Fernandes et al., 2023; Joiner, 2019a).

4.3 Agile leadership has a significant positive effect on organizational ambidexterity

Leadership agility in creating agile organizations through organizational ambidexterity (Holbeche, 2018; Jainer, 2019b; Jain & Josephs, 2007). Leadership and organizational ambidexterity have implications for open innovation and innovation outcomes (Leitão et al., 2024). The results in this study 0.269 show that the effect of AL on OA is moderate with a significant positive value on both influences. This is in line with studies that have been conducted by Cano et al. (2024). His research findings provide evidence that leadership and integrative collaborative behavior in teams positively affect organizational ambidexterity in line with research from (Campanella et al., 2020; Y. Y. Chang, 2015; Durisin & Todorova, 2012; Sinha, 2016; C. L. Wang & 4, 2014). Baškarada et al. (2016), In their study, mention leadership style provides support for the construct of organizational ambidexterity in the context of exploratory innovation and exploitative innovation (Joiner & Josephs, 2007). Agile leadership is also influenced by Agile Organizational (Attar & Abdul-Kareem, 2020b; Cardona-Cano et al., 2024). The success of the leader in implementing organizational ambidexterity will achieve the optimization of expectations (H. E. Lin & McDonough, 2011; O'Reilly & Tushman, 2008; Tuan Luu, 2017)

4.4 Interpersonal Trust has a significant positive effect on Job Performance

In many aspects of personal and professional life, interpersonal trust is essential (Guinot et al., 2014). Building a culture of trust is essential to creating a happy and effective work environment (Akhras, 2018; Shahid & Azhar, 2013). The research result variable is 0.22, which means it tends to be moderate and has a significant influence on both IT and JP variables. The results of this study are in line with research from (B. Xie & Li, 2021) on the positive influence of interpersonal trust of Guanxi workers on job performance which has an impact on moral trust and ability confidence, Interpersonal trust also affects organizational performance (Bakiev, 2013b; Dirks, 1999; M. Hassan et al., 2012), another impact is to increase job satisfaction (Adil et al., 2018; Guinot et al., 2014; Salleh et al., 2015), Because interpersonal trust fosters a collaborative working atmosphere (Bond-Barnard et al.,

2018; Tschannen, 2001) Dedicated (Chiramel, 2021), and effective (DeOrtentiis et al., 2013), It can significantly improve overall job performance (Brown et al., 2015; Morrisette & Kisamore, 2020).

4.4 Innovation Ambidexterity has a significant positive effect on Job Performance

Innovation: Exploration and exploitation can create (de Visser et al., 2010) new ideas, new opportunities, and the utilization of existing resources to produce existing products or services (Liao et al., 2018). Kim & Koo (2017) Explain that innovative behavior has a significant impact on job performance. The research study supports the findings that the variable in this study of 2.16 is moderate and has a significant effect between the IA and JP variables. Other previous studies also support and support that the effect of IA on JP is significant (Brockner et al., 2006; Kobarg et al., 2017). Learning ambidexterity helps understand information to facilitate job performance effectively (Arshad et al., 2022; Mom et al., 2019; Y. Zhang et al., 2019). Through increased creativity (Ferreira et al., 2020), adaptability (Ajayi et al., 2017), employee engagement, cooperation, and ultimately, maintaining a competitive advantage in the marketplace, innovative ambidexterity has the potential to positively affect work performance (Rosing & Zacher, 2017)

4.5 Organizational Ambidexterity has a significant positive effect on Job Performance.

An organization's ability to explore and exploit new resources and opportunities has the potential to generate significant innovation (Bierly et al., 2009). This ability can increase creativity in the organization (J. W. Huang, 2020), which in turn can improve job performance (J. Y. Lee et al., 2019; Severgnini et al., 2018). In line with the findings of this study, the OA variable on JP significantly has a positive influence with a moderate value of 0.265. Other study results from Lee et al. (2019) shows that OA has a significant positive relationship with JP even after controlling for various organizational and individual variables

Job performance can be positively influenced by an organization's ambidexterity because it allows businesses to combine operational efficiency and creativity (Yang et al., 2017; Yu et al., 2020), adapting to changing conditions (Birkinshaw et al., 2016; Y. Zhang et al., 2019), become more competitive (Arshad et al., 2022; Mustafa et al., 2023), and inspire employees (James et al., 2023; Salas Vallina et al., 2019; van Lieshout et al., 2021). Overall the F Square and R Square tests showed 64% and it was also explained that how much diversity with the criteria of R2 values of 0.75, 0.50 and 0.25 showed that the model was strong, moderate and weak (Sarstedt. et al., 2017).

Tabel 3. Fit Summary

	Saturated Model	Estimated Model
SRMR	0,095	0,177
d_ULS	2,730	9,379
d_G	1,148	1,432
Chi-Square	1175,005	1306,828
NFI	0,619	0,576
rms Theta	0,186	

The Root Mean Square Theta (RMS) value < 0.102, the Standardize Root Mean Square (SRMR) value > 0.10 or <0.08 while the Non Fit Index (NFI) value > 0.9. In this study, it shows that there are values that can be met fit in the model, namely NFI and rms Theta, but there is one value in SRMR 0.186 so that it can meet the criteria for fit model.

Tabel 4. Bootstapping PLS SEM Direct effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Agile Leadership -> Innovation Ambidexterity	0,227	0,231	0,098	2,313	0,021
Agile Leadership -> Interpersonal Trust	0,347	0,354	0,074	4,683	0,000
Agile Leadership -> Organizational Ambidexterity	0,254	0,263	0,079	3,199	0,001
Innovation Ambidexterity -> Job Performance	0,330	0,340	0,087	3,798	0,000
Interpersonal Trust -> Job Performance	0,148	0,149	0,070	2,105	0,036
Organizational Ambidexterity -> Job Performance	0,280	0,270	0,089	3,143	0,002

From the results of Bootstrapping PLS SEM Direct effects shows that there is an influence between Agile leadership on performance 0.021 with a Statistical T value of 2.313 which means that hypothesis 1 in this study is accepted, to be able to significance T Statistics meet the requirements with a value of 1.96 or V value below 0.05, variable while AL has a significant positive effect on IT through a statistical value of 4.68. AL has a significant positive effect on OA with v values below 0.05 followed by IA, IT and OA which have a significant positive effect on Job Performance.

Table 5. Bootstrapping PLS SEM intervening variable

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Agile Leadership -> Innovation Ambidexterity -> Job Performance	0,075	0,077	0,038	1,979	0,048
Agile Leadership -> Interpersonal Trust -> Job Performance	0,051	0,052	0,026	1,938	0,053
Agile Leadership -> Organizational Ambidexterity - > Job Performance	0,071	0,071	0,034	2,115	0,035

From the results of Bootstrapping PLS SEM Indirect effects show that there is an indirect influence of insignificant mediation between Agile leadership on job performance mediating interpersonal trust of 0.053 with a Statistical T value of 1.938, while for the significance of Statistical T meets the requirements with a value of 1.96 or a V value below 0.05, while AL has an indirect effect on JP through significant positive IA and so does the AL variable have no effect directly against JP through a significant positive OA meets the requirements because the value is greater than the required 1.96 and the p value is below 0.05 and for the total effect is significant

5. Discussion

Leaders who adopt an Agile approach tend to encourage open and honest communication among team members (Spiegler et al., 2021). Leaders create an environment where team members feel comfortable sharing ideas (Sutling et al., 2014), thoughts, and problems openly, which in turn reinforces trust (Reunamäki & Fey, 2023). Agile leadership promotes the freedom for team members to make decisions and take responsibility for tasks that can help build the trust to do their jobs well (Spiegler et al., 2021). An Agile approach helps show that leaders care about the development and success of team members (Rzepka & Bojar, 2020), which reinforces confidence in individual development (Attar & Abdul-Kareem, 2020a). Through effective teamwork (Martin, 2015), team members can build trust in each other for the environment creating a sense of trust among team members (Bushuyeva et al., 2019). Leaders are able to navigate change well and steer teams through challenges (McPherson, 2016). Thus, there is a significant relationship between Agile leadership and interpersonal trust because applying an Agile approach tends to create a work environment that strengthens interpersonal trust among team members (Joroff et al., 2003), which in turn contributes to the performance of the team and the overall organization (Malik et al., 2021). Agile leadership also encourages and facilitates teams to engage in the exploration of new ideas and innovative opportunities (Grass et al., 2020). By providing support to team members to experiment and test new concepts by optimizing the utilization of existing resources to create a balance between exploration and exploitation (Bauer & Vocke, 2019; J. Huang & Kim, 2013), which is one of the key elements of ambidexterity innovation (Buisson et al., 2021; Jørgensen & Becker, 2017; J. A. Zhang et al., 2016). Thus, Agile leadership can have a significant positive influence on ambidexterity innovation (Anggadwita et al., 2021), in organizations by promoting the exploration of innovation (Binci et al., 2023), optimization of exploitation of existing resources (Reischl et al., 2022), focus on reliability and flexibility (Bushuyeva et al., 2019), team empowerment and collaboration (Cleveland & Cleveland, 2019), as well as a learning and adaptation-based approach (McPherson, 2016). The approach through Agile leaders encourages organizations to become more flexible and responsive to environmental changes (Crnogaj et al., 2022). Agile leadership empowers teams to take initiative in exploring new opportunities and implementing innovative solutions (Şen & Eren, 2012). Through these approaches, agile leadership can have a significant positive impact on organizational ambidexterity by creating an environment that supports innovative exploration and effective exploitation of existing resources (van Knippenberg & Hogg, 2003). A high level of trust among team members tends to create a cooperative and collaborative work environment (Davenport et al., 1998; Harney et al., 2012). Team members feel comfortable sharing ideas, more efficient problem solving, and better coordination in the execution of tasks (McNeish et al., 2010), which in turn improves individual and team performance (Costa e Silva et al., 2012). Interpersonal trust has a significant positive influence on job performance through improved effective teamwork (Morrisette & Kisamore, 2020), open communication (Chandra et al., 2018; Conchie & Burns, 2008), higher commitment (Wong & Sohal, 2002), better collaboration, and more effective conflict management (Lam & Chin, 2005). Through exploration, organizations can discover innovative ideas and new opportunities that can increase the added value of a product or service (Marabelli et al., 2012). It can trigger organizational growth and increase competitiveness in the market (Clauss et al., 2021).

5. Conclusion

Organizational flexibility, adaptability, and responsiveness to changes in the business environment can all be improved by using agile leadership strategies. The application of agile leadership can encourage increased teamwork, creativity, and more successful goal achievement (Uhl-Bien & Arena, 2018). Interpersonal trust between teammates is positively correlated with dedication and communication. Interpersonal confidence, creativity, and an organization's capacity to identify and exploit opportunities and resources can all have an impact on overall job success (Yang et al., 2020). Businesses that are able to effectively strike a balance between exploitation, innovation, and exploration are usually able to launch new goods and services while maintaining operational effectiveness. In a dynamic marketplace, innovation and organizational ambidexterity can be critical to building and maintaining competitive advantage (Kollmann & Kuckertz, 2009).

Limitations and future directions

Not all organizations or companies will benefit from an agile approach. In certain work contexts, traditional methods may be more appropriate (Dansereau et al., 2013). To be more flexible and useful in a variety of enterprise

environments, Agile approaches and processes require additional development. It takes time and effort for team members or coworkers to develop a high level of trust (Sheng et al., 2010). creation of technological tools to support the formation and maintenance of interpersonal trust in remote or virtual work environments. Controlling exploration and exploitation can be difficult for resource managers. For a more comprehensive understanding of the impact of increased ambidexterity, greater progress in performance appraisal is needed. Internal opposition from ingrained behavior and pre-existing organizational structures is a common obstacle to implementing organizational ambidexterity (Carter, 2015). Further investigation into the integration of organizational ambidexterity theory with corporate culture, strategy, and organizational structure, among other management practices. Performance reviews often rely on narrow measures and may not fairly represent individual or team contributions. creation of more comprehensive performance measures that consider factors such as output, quality, creativity, and team and organizational engagement (Van der Stede et al., 2006).

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