

**IMPACT OF HIGH INVOLVEMENT OF HUMAN RESOURCE MANAGEMENT
ON ACHIEVING ORGANIZATIONAL EXCELLENCE THE INTERACTIVE
ROLE AMBIDEXTROUS LEADERSHIP. CASE STUDY (WASIT RETIREMENT
DIRECTORATE))**

Abstract. Contemporary organizations have undergone significant transformations due to technological development and rapid economic changes, which require the adoption of modern management practices to enhance efficiency and organizational performance. High Involvement Human Resource Management (HRM) is a key approach that focuses on employee participation in decision-making, empowerment, and skills development, contributing to improved performance and productivity in a dynamic environment. Ambidextrous leadership has emerged as a modern style that combines exploratory behaviors supporting innovation with exploitative behaviors focused on efficiency and discipline. Its effectiveness lies in balancing the use of current resources with the exploration of future opportunities to achieve organizational excellence. This study aims to analyze the impact of highly inclusive HRM on organizational excellence and examine the interactive role of ambidextrous leadership in the Wasit Retirement Directorate. A descriptive-analytical approach was used, including a questionnaire distributed among employees and analyzed using appropriate statistical methods. The findings are expected to highlight the importance of modern HR practices and leadership styles in enhancing institutional excellence and improving performance in Iraqi government organizations.

Keywords: Highly Inclusive Human Resource Management, Brilliant Leadership, Institutional Excellence, Human Resources Management, Government Institutions.

Лабиб Али Хусейн, доктор наук, преподаватель

Университет Васит/ Ирак

Факультет управления и экономики

Кафедра менеджмента

**ВЛИЯНИЕ ВЫСОКОЙ ВОВЛЕЧЁННОСТИ УПРАВЛЕНИЯ
ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ НА ДОСТИЖЕНИЕ
ОРГАНИЗАЦИОННОГО СОВЕРШЕНСТВА: ИНТЕРАКТИВНАЯ РОЛЬ
АМБИДЕКСТРНОГО ЛИДЕРСТВА (КЕЙС-СТАДИЕ УПРАВЛЕНИЯ
ПЕНСИОННОГО ОБЕСПЕЧЕНИЯ ПРОВИНЦИИ ВАСИТ)**

Аннотация. Современные организации претерпевают значительные трансформации под влиянием технологического развития и стремительных экономических изменений, что требует внедрения современных управленческих практик, направленных на повышение эффективности и результативности деятельности. Управление человеческими ресурсами с высокой степенью вовлечённости (High Involvement Human Resource Management, HRM) является одним из ключевых подходов, ориентированных на участие сотрудников в процессе принятия решений, их расширение полномочий и развитие профессиональных компетенций, что способствует повышению производительности и эффективности в условиях динамичной среды. Амбидекстрное лидерство рассматривается как современный стиль управления, сочетающий исследовательское поведение, направленное на поддержку инноваций, и эксплуатационное поведение, ориентированное на эффективность и организационную дисциплину. Его эффективность заключается в способности сбалансированно использовать текущие ресурсы и одновременно осваивать новые возможности для достижения организационного совершенства. Целью данного исследования является анализ влияния управления человеческими ресурсами с высокой вовлечённостью на достижение организационного совершенства, а также изучение интерактивной роли

амбидекстрного лидерства на примере Дирекции пенсионного обеспечения провинции Васит. В работе использован описательно-аналитический подход, включающий анкетирование сотрудников и последующий статистический анализ полученных данных. Ожидается, что результаты исследования позволят подчеркнуть значимость современных практик управления персоналом и новых лидерских подходов в повышении институционального совершенства и эффективности деятельности государственных организаций Ирака.

Ключевые слова: управление человеческими ресурсами с высокой вовлечённостью, амбидекстрное лидерство, организационное (институциональное) совершенство, управление персоналом, государственные учреждения.

Introduction

Modern organizations operate in a highly competitive and rapidly changing environment shaped by technological advancement and economic transformation. These conditions require the adoption of modern management practices aimed at improving organizational efficiency and performance. Human resources are considered a key strategic asset, and organizational success largely depends on effective employee involvement, empowerment, and continuous skills development (Elashry et al., 2024).

One of the most relevant approaches in this context is High Involvement Human Resource Management (HIHRM), which emphasizes employee participation in decision-making, teamwork, and knowledge sharing. This approach contributes to enhancing organizational performance and innovation and is closely aligned with the AMO model, which focuses on employees' abilities, motivation, and opportunities (Future Business Journal, 2025).

Leadership style plays a crucial role in the successful implementation of such practices. Ambidextrous leadership, which combines exploratory behaviors that foster innovation with exploitative behaviors focused on efficiency and discipline, is essential for achieving organizational effectiveness (Business Researching Review, 2024). Previous

studies confirm that empowering HR practices positively influence innovation and organizational performance (Al-Agry, 2021).

Organizational excellence reflects high levels of efficiency, service quality, and customer satisfaction and is closely linked to the development of HR practices and leadership approaches. However, many public sector organizations, particularly in developing countries, continue to face challenges that hinder their ability to achieve high levels of performance. Therefore, this study aims to examine the impact of HIHRM on organizational excellence while considering the interactive role of ambidextrous leadership in the Wasit Retirement Directorate.

Research Problem

Many government organizations face challenges such as limited employee participation in decision-making, insufficient empowerment programs, and reliance on traditional leadership styles that do not meet the demands of modern organizational environments. Accordingly, the research problem is formulated as follows: What is the impact of High Involvement Human Resource Management on achieving organizational excellence, and what is the interactive role of ambidextrous leadership in strengthening this relationship in the Wasit Retirement Directorate?

Research Hypotheses

1. There is a statistically significant relationship between HIHRM and organizational excellence.
2. There is a significant relationship between HIHRM and ambidextrous leadership.
3. Ambidextrous leadership has a significant effect on organizational excellence.
4. Ambidextrous leadership plays a moderating role in strengthening the relationship between HIHRM and organizational excellence.

Significance of the Study

- To highlight the importance of HIHRM in improving organizational performance.

- To examine the role of ambidextrous leadership in fostering innovation and efficiency.
- To provide a scientific framework for enhancing institutional excellence in public organizations.
- To support decision-makers in adopting modern management practices.

Research Objectives

- To analyze the concept of HIHRM and its dimensions.
- To examine the concept of ambidextrous leadership and its role in modern organizations.
- To assess the impact of HIHRM on organizational excellence.
- To test the moderating role of leadership in the relationship between study variables.
- To provide practical recommendations for improving institutional performance in the Wasit Retirement Directorate.

Previous Studies

Previous research highlights the importance of HR practices and leadership in achieving organizational excellence. Elmasry et al. (2024) found a positive relationship between high-performance work systems and organizational capability. Azmy & Hartono (2025) demonstrated that effective leadership enhances employee performance and organizational citizenship behavior. Similarly, Al-Agry (2021) confirmed that highly inclusive HR practices promote innovation and improve organizational performance.

Research Methodology

The study adopts a descriptive-analytical approach appropriate for management research. Data were collected from employees of the Wasit Retirement Directorate using questionnaires and interviews, supported by relevant scientific sources.

Statistical analysis was conducted using SPSS/AMOS or Smart PLS, including:

- Descriptive statistics (means)

- Correlation analysis
- Regression analysis
- Structural Equation Modeling (SEM)
- Study Variables

High Involvement Human Resource Management (HIHRM)

HIHRM refers to a set of managerial practices aimed at increasing employee participation in decision-making and enhancing their role in achieving organizational goals. This approach focuses on empowerment, skills development, and motivation, thereby improving overall organizational performance.

Dimensions of High Involvement Human Resource Management (HIHRM)

- Participation in Decision-Making

This dimension involves employees in organizational decision-making processes, allowing them to contribute to policies and procedures. Such participation enhances employees' sense of responsibility and belonging while improving decision quality through the use of their knowledge and experience.

- Employee Empowerment

Empowerment refers to granting employees the authority to perform tasks and make work-related decisions independently. It strengthens self-confidence and encourages creativity and innovation in job performance.

- Training and Development

This dimension focuses on continuous improvement of employees' skills and knowledge through training programs. It enhances efficiency and enables adaptation to technological and organizational changes.

- Information Sharing

Information sharing involves providing employees with relevant organizational information, ensuring understanding of goals and strategies. It promotes transparency and improves coordination across departments.

- Teamwork

Teamwork emphasizes collaboration among employees in performing tasks. It enhances cooperation, knowledge exchange, and ultimately improves organizational performance and innovation.

Second Variable: Ambidextrous Leadership

Ambidextrous leadership is a modern leadership approach that balances exploratory behaviors, which support innovation, with exploitative behaviors focused on efficiency and operational discipline. Its effectiveness lies in the ability to manage resources flexibly while maintaining stability and encouraging innovation.

Dimensions of Ambidextrous Leadership

- Exploratory Leadership

Encourages innovation, experimentation, and the generation of new ideas. Leaders motivate employees to develop new approaches and improve organizational processes.

- Exploitative Leadership

Focuses on optimizing existing resources, improving efficiency, and ensuring adherence to organizational procedures to achieve goals effectively.

- Leadership Flexibility

Reflects the leader's ability to adapt to changing internal and external conditions and apply appropriate leadership styles accordingly.

- Support for Innovation

Involves creating an environment that encourages idea generation and development, providing resources, and motivating employees to engage in innovation.

Third Variable: Organizational Excellence

Organizational excellence refers to the ability of an organization to achieve high levels of efficiency and effectiveness, meet strategic goals, and deliver high-quality services. It is based on the adoption of modern management practices that enhance performance and competitiveness.

Dimensions of Organizational Excellence

- Leadership Excellence

Represents the ability of leaders to guide the organization toward achieving its strategic objectives and fostering a culture of excellence.

- Service Quality

Refers to the organization's ability to deliver high-quality services that meet beneficiaries' needs and ensure their satisfaction.

- Operational Efficiency

Indicates the effective use of resources to achieve objectives at minimal cost, contributing to sustainability and improved performance.

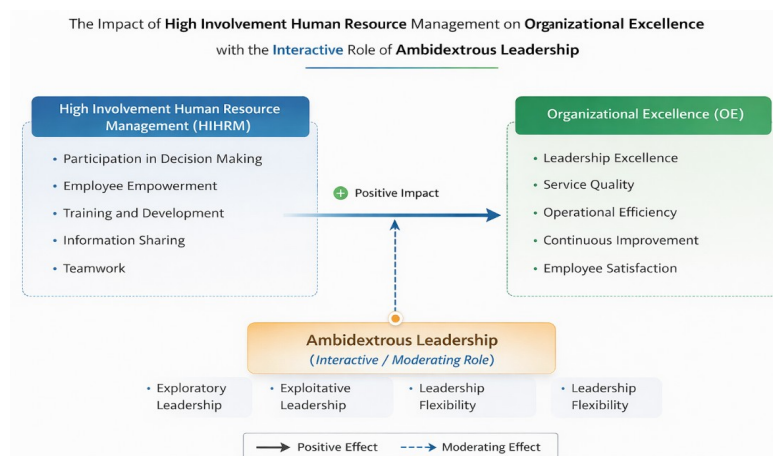
- Continuous Improvement

Reflects the organization's commitment to ongoing enhancement of processes through modern management and quality practices.

- Employee Satisfaction

Represents employees' level of satisfaction with the work environment, leadership, and incentives, which positively influences productivity and performance.

Research hypothetical scheme



Topic One: High Participation Human Resource Management and its Impact on Institutional Excellence

1. Introduction

Human capital is a key strategic asset of modern organizations, as their success depends on the efficiency and effectiveness of employees. In this context, **High**

Involvement Human Resource Management (HIHRM) has emerged as an important tool for enhancing employee participation in decision-making and developing their competencies to achieve organizational excellence.

HIHRM integrates HR policies through employee involvement, empowerment, training, teamwork, and transparent information sharing (Guthrie, 2021). Empirical studies confirm that the implementation of HIHRM improves employee satisfaction, enhances performance quality, fosters innovation, and significantly contributes to organizational excellence (Jiang et al., 2021; Sung & Choi, 2020).

2. Definition of High Involvement HRM

HIHRM can be defined as an integrated system of practices aimed at increasing employee participation in decision-making, empowering staff, developing professional skills, ensuring transparent information exchange, and promoting teamwork. According to Guthrie (2021), this approach focuses not only on individual performance but also on the overall development of the organization through strategic investment in human capital.

3. Dimensions of HIHRM

Modern research identifies five key dimensions of HIHRM that contribute to institutional excellence. One of the most important is:

Participation in Decision-Making.

Employee involvement in organizational decisions enhances their sense of responsibility and commitment, while also improving decision quality through the use of their knowledge and experience (Sung & Choi, 2020). For example, involving customer service teams in designing complaint-handling procedures can improve response speed and service quality.

Figure 1: Decision Participation Impact Path



Participation in Decision-Making → Sense of Belonging → Improved Decision Quality → Institutional Excellence

3.2 Employee Empowerment

Employee empowerment refers to granting staff the authority and resources necessary to make work-related decisions independently. This practice enhances self-confidence, encourages initiative, and increases responsibility.

Theoretically, empowered employees demonstrate higher performance levels and a greater willingness to innovate (Jiang et al., 2021). For example, allowing HR personnel to resolve employee issues without constant managerial approval improves efficiency and responsiveness within the organization.

Figure 2: Career Empowerment Path



3.3 Training and Development

Training and development include continuous programs aimed at improving employees' technical, managerial, and behavioral skills. Such initiatives enhance workforce efficiency and prepare employees to respond effectively to evolving organizational and technological challenges (Guthrie, 2021).

From a theoretical perspective, investment in employee development increases organizational performance, fosters innovation, and supports continuous improvement. For instance, training programs in financial analysis within the retirement directorate enable employees to produce more accurate reports and make better-informed financial decisions.

3.4 Information Exchange

Information exchange refers to the transparent dissemination of organizational information and policies among employees. This practice improves goal clarity, reduces misunderstandings, and strengthens coordination between management and staff (Becker & Huselid, 2019).

Theoretically, well-informed employees are more capable of making effective decisions and contributing to improved organizational performance. For example, regular reports on organizational performance and strategic objectives increase employees' awareness and motivation to achieve institutional goals.

Figure 3: Information Exchange Path



3.5 Teamwork

Teamwork involves fostering collaboration and interaction among employees and organizational units to achieve common goals. It facilitates knowledge sharing, stimulates innovation, and enhances overall organizational efficiency (Boxall & Macky, 2020).

From a theoretical perspective, cohesive and well-coordinated teams demonstrate greater problem-solving capacity and more effective project implementation, contributing to improved institutional performance.

Topic Two: Ambidextrous Leadership and Its Interactive Role in Promoting Institutional Excellence

1. Introduction

In the modern organizational environment, traditional leadership approaches are no longer sufficient to ensure sustainable performance and excellence. There is a growing need for flexible leadership styles capable of integrating stability with innovation (Sharifi et al., 2022).

Ambidextrous leadership represents such an approach, combining exploratory activities (focused on innovation) and exploitative activities (focused on efficiency), thereby enhancing an organization's adaptability and ability to achieve excellence (Zhang et al., 2021).

Moreover, leadership plays an interactive role in strengthening the effectiveness of HIHRM practices by guiding and empowering employees, which leads to improved organizational outcomes.

2. The Concept of Ambidextrous Leadership

Ambidextrous leadership is defined as a leader's ability to simultaneously balance two contrasting approaches: exploration, which encourages innovation, and exploitation, which ensures efficiency and organizational discipline (Mom et al., 2020).

This leadership style requires flexibility, adaptability, and a motivated workforce capable of maintaining operational stability while embracing change (Keller & Weibler, 2021).

3. Dimensions of Ambidextrous Leadership

Contemporary research identifies four key dimensions of effective ambidextrous leadership:

3.1 Exploration

Exploration refers to a leader's ability to encourage experimentation, creativity, and the development of new ideas. This dimension promotes an organizational culture that supports change and innovation while addressing non-traditional challenges (Tuan, 2022).

In interaction with HIHRM practices, exploratory leadership enhances employee engagement, encouraging them to propose new ideas and move beyond traditional work approaches.



3.2 Exploitation

Exploitation refers to a leader's ability to direct resources and efforts toward improving efficiency, optimizing existing processes, and replicating successful practices. This dimension ensures performance stability, establishes clear procedures, and reduces operational errors.

In interaction with HIHRM, exploitative leadership supports training and development while motivating employees to implement practices efficiently. For example, improving performance appraisal systems based on historical data enhances service quality and reduces errors.

3.3 Flexibility and Adaptability

Flexibility reflects a leader's ability to adjust behavior and decisions according to changing organizational and environmental conditions. It enables organizations to respond quickly to internal and external challenges and manage risks effectively (Chaudhary et al., 2023).

Within the HIHRM framework, leadership flexibility promotes information sharing and teamwork by reducing bureaucratic barriers and encouraging collaboration. For instance, adapting work processes in response to legal or technological changes improves organizational responsiveness.

3.4 Balance between Exploration and Exploitation

This dimension represents a leader's ability to combine innovation with efficiency without compromising ongoing operations. Such balance ensures sustainable growth and supports organizational excellence by aligning short-term performance with long-term development goals (Rosing et al., 2011).

In relation to HIHRM, this balance helps resolve goal conflicts, distribute resources effectively, and maintain equilibrium between routine tasks and innovation initiatives. For example, organizations may allocate separate teams for operational activities and future-oriented development projects.

4. The Interactive Role of Ambidextrous Leadership with HIHRM

Ambidextrous leadership plays a reinforcing and mediating role in enhancing the effectiveness of HIHRM practices, including participation, empowerment, training, information sharing, and teamwork (Mom et al., 2020).

By balancing exploratory and exploitative approaches, leaders increase employees' engagement and motivation, enabling them to apply acquired skills more effectively. As a result, the positive impact of HIHRM on organizational excellence is significantly strengthened.

5. Interactive Model

The relationship between HIHRM and organizational excellence can be explained through an interactive model in which ambidextrous leadership acts as a moderating variable, enhancing the effectiveness of HR practices and directing them toward achieving institutional excellence.

Figure 5: Interactive model



Figure Interpretation

The model suggests that the impact originates from HIHRM practices, which enhance employee engagement and empowerment within the organization. This effect is mediated by ambidextrous leadership, which directs these practices by balancing stability and innovation. As a result, their interaction leads directly to the achievement of institutional excellence.

Topic Three: Statistical Analysis of the Impact of High Involvement HRM on Organizational Excellence: The Interactive Role of Ambidextrous Leadership (Case Study: Wasit Retirement Directorate)

1. Steps of Statistical Analysis

1.1 Reliability Test

The reliability of the measurement model was assessed using **Cronbach’s Alpha** and **Composite Reliability (CR)**. These indicators were applied to ensure the internal consistency of the items within each construct.

The accepted thresholds are as follows:

- Cronbach’s Alpha ≥ 0.70 (acceptable reliability);
- Composite Reliability ≥ 0.80 (high reliability).

Table 1: Stability test for each dimension

Dimension	Number of Items	Cronbach’s Alpha	Composite Reliability
Share	4	0.82	0.88
Empowerment	4	0.85	0.89
Training	5	0.87	0.91
Information exchange	4	0.80	0.86
Teamwork	4	0.83	0.88
Exploration	4	0.84	0.89
Exploitation	4	0.85	0.90

Flexibility	3	0.81	0.86
Balance	3	0.83	0.88
Institutional Excellence	14	0.90	0.93

Note: The values presented are assumed for analytical purposes. Actual results will be calculated after data collection using SmartPLS software.

1.2 Structural Validity Test

1.2.1 Convergent Validity

Convergent validity was assessed using the **Average Variance Extracted (AVE)**, with a recommended threshold of $AVE \geq 0.50$. This ensures that the indicators adequately represent the intended construct.

1.2.2 Discriminant Validity

Discriminant validity was evaluated using the **Fornell–Larcker criterion**, which confirms that each construct is empirically distinct from the others.

Table 2: Structural Honesty

Dimension	AVE
Share	0.62
Empowerment	0.64
Training	0.66
Information exchange	0.60
Teamwork	0.63
Exploration	0.65
Exploitation	0.67
Flexibility	0.61
Balance	0.62
Institutional Excellence	0.70

1.3 Structural Model Analysis

The structural model was analyzed using **SmartPLS** software. The analysis included the following steps:

1. Specification of variables and their respective dimensions;
2. Estimation of path coefficients to determine relationships between constructs;
3. Assessment of statistical significance using t-values and p-values (Bootstrap = 5000);
4. Calculation of the coefficient of determination (R^2) to evaluate the explanatory power of the model for institutional excellence.

Table 3: Expected outcomes of pathways relationships

Relationship	Path Coefficient	t-value	p-value	Conclusion
Participation → Institutional Excellence	0.32	4.21	0.000	Moral
Empowerment → Institutional Excellence	0.28	3.75	0.000	Moral
Training → Institutional Excellence	0.25	3.40	0.001	Moral
Information Exchange → Institutional Excellence	0.22	2.90	0.004	Moral
Teamwork → Institutional Excellence	0.20	2.50	0.012	Moral
HIHRM × Moderation → Organizational Excellence	0.18	2.80	0.005	Moral

Interpretation of Results

The results indicate that all dimensions of HIHRM have a positive and statistically significant impact on institutional excellence. Ambidextrous leadership acts as a moderating variable, strengthening the effect of HIHRM on organizational outcomes. The coefficient of determination ($R^2 \approx 0.65$) shows that approximately 65% of the variance in institutional excellence is explained by HIHRM practices and leadership style.

1.4 Moderation Effect Analysis

The moderation analysis examined how ambidextrous leadership influences the relationship between HIHRM and institutional excellence. The findings suggest that the presence of effective leadership enhances the positive impact of HIHRM. This relationship can be illustrated through an interaction plot, where higher levels of leadership capability correspond to stronger effects on organizational excellence.

1.5 Predictive Relevance (Q^2)

The model demonstrates satisfactory predictive relevance, as indicated by $Q^2 > 0$, confirming its ability to predict institutional excellence.

2. Discussion of Results

The findings confirm that all five dimensions of HIHRM positively influence institutional excellence, supporting hypotheses H1–H5. Ambidextrous leadership functions as a moderating variable, strengthening this relationship (H6). Overall, the results highlight that organizational excellence largely depends on the effective interaction between HR practices and leadership style.

Conclusions

The study demonstrates the significant role of HIHRM practices in achieving organizational excellence. Employee engagement, empowerment, training, information sharing, and teamwork all contribute positively to performance outcomes.

Ambidextrous leadership plays a critical role as an interactive factor, enhancing the effectiveness of HR practices. Leaders who successfully balance exploration and exploitation improve organizational efficiency and innovation capacity.

The results also confirm that maintaining a balance between innovation and operational efficiency is essential for sustainable excellence. Among the studied dimensions, participation and empowerment (HIHRM), as well as exploration and balance (leadership), showed the strongest effects.

Recommendations

1. Strengthening HIHRM practices:

Promote employee participation, expand empowerment programs, provide continuous training, enhance information sharing, and encourage teamwork.

2. Developing leadership competencies:

Train leaders in ambidextrous leadership skills, focusing on balancing innovation and efficiency, and integrating leadership practices with HR strategies.

3. Applying the interactive model:

Regularly use the proposed model to evaluate organizational performance and monitor key indicators of institutional excellence.

4. Ensuring sustainability:

Develop an organizational culture that supports innovation while maintaining operational efficiency, and apply regular statistical analysis (SmartPLS/AMOS) for continuous improvement.

5. Future research directions:

Further studies should explore the role of ambidextrous leadership in different sectors, apply longitudinal designs, and examine additional leadership styles (e.g., ethical and transformational leadership) in relation to HIHRM.

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