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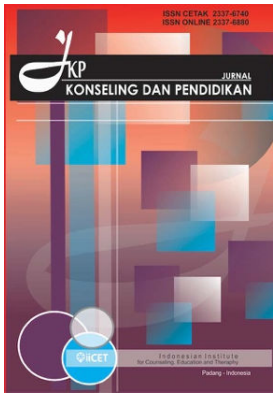

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Article

Ambidextrous leadership and innovative work behavior: the roles of self-efficacy, resilience, and organizational support

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Keywords:

Ambidextrous leadership
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ABSTRACT

This study aims to analyze the effect of ambidextrous leadership on innovative work behavior by considering the mediating role of innovative self-efficacy as well as the moderating effect of psychological resilience and perceived organizational support. This study was conducted in the manufacturing and service sectors in the West Java region involving 480 respondents working in 134 companies. Data were collected through a questionnaire survey and analyzed using the Structural Equation Modeling (SEM) approach with the help of SmartPLS software. The results showed that ambidextrous leadership has a positive and significant effect on innovative work behavior. Innovative self-efficacy was shown to play a mediating role in the relationship, which means that an individual's belief in his or her ability to innovate strengthens the impact of ambidextrous leadership style on innovative behavior. In addition, psychological resilience moderated the relationship between ambidextrous leadership and innovative self-efficacy, while perceived organizational support moderated the relationship between innovative self-efficacy and innovative work behavior. Both moderator variables strengthen the relationship between variables when they are at high levels. The findings provide theoretical and practical implications, especially for organizations that want to build an innovative culture through strengthening leadership capacity and psychological factors and support perceived by employees. By creating a work environment that supports idea exploration and self-development, organizations can sustainably increase innovative work behavior.

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Introduction

Today's globalized world of work is faced with major challenges such as technological disruption that drastically changes the landscape of work, increasingly fierce market competition between countries and industry players, and the demand for continuous innovation to remain relevant amidst the dynamics of rapid change (Ambrogio et al., 2022; Dabić et al., 2023; Gkeredakis et al., 2021). External pressures such as rising raw material costs, declining demand, and geopolitical uncertainty make it difficult for many organizations to maintain continuous innovation (Lee et al., 2023; Luo & Van Assche, 2023; Mykyta, 2025). In this context, employees' innovative work behaviors become critical to maintaining organizational competitiveness, especially when business model changes and digital technology adoption become imperative (Alateeg & Alhammadi, 2024; Azeem et al., 2021).

The Deloitte report (2024) shows that the main obstacle still faced is the difficulty in attracting and retaining innovative talent, while the World Manufacturing Report (2023) emphasizes that

manufacturing business model innovation often fails due to low psychological and organizational readiness to adapt. Thus, it is important to examine how ambidextrous leadership can encourage innovative work behavior through employees' innovative self-efficacy, and how psychological resilience and perceived organizational support can moderate the relationship amidst the dynamics of the current industrial sector.

These challenges are not only impacting globally, but are also being felt at the national level, including in Indonesia. Particularly in West Java, which is one of the national centers of industry and services, the pressure to innovate is growing. The region must be able to adaptively respond to technological and market changes to maintain competitiveness and drive sustainable economic growth.

Innovative work behavior (IWB) refers to the proactive actions of individuals in creating, introducing, and implementing new ideas that benefit the improvement of processes, products, or services in the workplace (AlEssa & Durugbo, 2022; Mubarak et al., 2021; Srirahayu et al., 2023). This concept has become increasingly crucial for modern organizations operating in a dynamic and uncertain business environment. In this context, innovation is no longer solely the result of corporate strategy or the utilization of cutting-edge technology, but is also highly dependent on the contribution and initiative of each individual within the organization. Employees who exhibit innovative work behaviors can be agents of change, drive efficiency, create creative solutions, and improve the overall competitiveness of the organization (Ranihusna et al., 2021; Suseno et al., 2020). To be able to encourage the attitude of IWB, the driving factors are needed, one of which is leadership (Knezović & Drkić, 2021).

There are various leadership styles of a person in leading their organization, one of which is ambidextrous leadership. Ambidextrous leadership is a leadership approach that combines the ability to exploit (maximizing efficiency and optimizing existing processes) with the ability to explore (encouraging innovation, experimentation, and bold renewal) (Schindler et al., 2024; van der Duin et al., 2024). Ambidextrous leaders are able to balance the organization's need for operational stability with the demand to adapt and thrive amidst rapid change. This leadership style is particularly relevant in today's era, where organizations are required to remain resilient and competitive, yet flexible and open to transformation. By adopting ambidextrous leadership, organizations can create a work environment that is both productive and innovative, enabling sustainable growth amidst the complexity of global and national challenges (Bell & Hofmeyr, 2021; Saleh et al., 2023).

Apart from leadership, psychological factors also play a crucial role in shaping and encouraging innovative work behavior in the organizational environment. One of the most prominent psychological aspects is innovative self-efficacy, which is an individual's belief in his or her ability to generate, develop, and implement new ideas that benefit the organization. Employees who have high innovative self-efficacy tend to be more confident, risk-taking, and do not hesitate to voice creative ideas, even in the midst of uncertainty. They are also more resilient to external pressures because their belief in their abilities gives them the strength to overcome obstacles that may arise in the process of innovating (Akbari et al., 2021; Bandura, 2023a; Teng et al., 2020).

Alongside self-efficacy, psychological resilience also plays an important role in supporting innovation success. Psychological resilience allows individuals to remain resilient in the face of failure, criticism, or unexpected situations. Resilient employees tend not to give up easily and are able to rise from the pressure of work and the challenges of a dynamic work environment. Thus, they are not only able to maintain their motivation to innovate, but are also able to adjust their strategies and approaches when facing obstacles, making them an important asset in the process of continuous organizational renewal (Chadwick & Raver, 2018; Gao et al., 2020).

Furthermore, perceived organizational support (POS) is also proven to have a significant influence on employees' willingness and ability to demonstrate innovative behavior. When employees feel that the organization values their contributions, provides trust, and provides adequate resources, they will be more motivated to actively engage in the innovation process. Organizational support not only

strengthens the sense of belonging, but also creates a safe psychological environment for experimentation (Eisenberger et al., 2020; Musenze & Mayende, 2023). Therefore, building innovative work behavior is not enough with structural approaches or organizational policies alone, but needs to be accompanied by strengthening adaptive leadership and empowering individual psychological aspects. The application of ambidextrous leadership combined with efforts to increase self-efficacy, strengthen mental resilience, and create perceptions of high organizational support will create an innovative and competitive work ecosystem.

Research conducted by Yasmeen & Ajmal (2024) shows that ambidextrous leadership contributes significantly to increasing employee creativity and innovation, especially when leaders are able to balance between operational control and providing freedom in the exploration of ideas. This finding is reinforced by Jiang et al., (2023) who found that innovative self-efficacy is an important mediator in the relationship between leadership style and innovative behavior, because individuals' perceptions of their own abilities are the main triggers for innovative actions in the workplace. In addition, Aldabbas et al., (2023) confirmed that perceived organizational support (POS) can increase employee commitment and motivation to innovate, especially when the work environment also supports psychological aspects such as resilience. These three studies provide an important theoretical basis that supports the model in this study, which integrates the roles of leadership, self-efficacy, psychological resilience, and organizational support in shaping innovative work behavior.

Although a number of previous studies have demonstrated a positive relationship between ambidextrous leadership, innovative self-efficacy, and innovative work behavior, most of these studies have only examined the direct relationship between variables without considering psychological and contextual mechanisms together in an integrated model. In addition, research examining simultaneous mediating and moderating roles, particularly involving psychological resilience and perceived organizational support, is still relatively limited. Most studies still focus on the industrial context in developed countries, while in Indonesia - especially in the manufacturing and service sectors in the West Java region - research with a structural modeling approach like this has not been widely conducted. Therefore, this research is here to fill the gap by building and testing a more comprehensive model, which integrates leadership, psychological factors, and organizational support as determinants of innovative work behavior in a dynamic organizational context.

Based on the background and identified gaps, this study is directed to answer the main question: "How does ambidextrous leadership influence innovative work behavior, as well as the mediating role of innovative self-efficacy and the moderation of psychological resilience and organizational support in the relationship?" This question reflects an attempt to understand not only the direct relationship between leadership and innovation, but also how psychological factors and organizational support strengthen or weaken the relationship. By formulating this question, the research seeks to identify the mechanisms underlying the emergence of innovative work behavior in organizations, particularly in the context of manufacturing and service sectors that continue to face the challenges of change and competition.

This study aims to comprehensively examine how ambidextrous leadership can enhance employees' innovative work behavior, by examining the mediating role of innovative self-efficacy as well as the moderating effects of psychological resilience and perceived organizational support. Through this approach, the research seeks to build a theoretical model that explains the mechanism of the relationship between adaptive and flexible leadership styles and innovative behavior in organizations. The focus of this research is also on the context of the manufacturing and service sectors in West Java, where fast-paced work dynamics and pressure to innovate demand a deeper understanding of the internal and external factors that influence employees' innovative capacity on an ongoing basis.

Methods

This research uses a quantitative approach with the type of explanatory research. This approach was chosen to test the influence between independent, mediation, and moderation variables on the dependent variable statistically through hypothesis testing. The population in this study are permanent employees who work in the manufacturing and service sectors in the West Java region. This study uses purposive sampling technique, with the following criteria for respondents: (1) Have worked for at least 1 year; (2) Have experience working in a team led by a manager or supervisor; (3) Engaged in work that demands creativity and problem solving.

The number of samples determined refers to Hair et al. (2014), which is at least 5-10 times the number of indicators, with a final estimate of 480 respondents. Data was collected through a questionnaire with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Distribution was carried out online and offline to reach various industrial sectors spread across several cities/districts in West Java. The research instrument was developed based on adaptations of scales that have been tested in previous studies, namely:

Table 1. Instrumen Research Source

Variable	Number of Item	Source
Ambidextrous Leadership	14 item	Kung et al., (2020)
Innovative Self-Efficacy	8 item	Teng et al., (2020)
Psychological Resilience	9 item	Lock et al., (2020)
Perceived Organizational Support	8 item	Eisenberger et al., (2020)
Innovative Work Behavior	9 item	Dahiya & Raghuvanshi (2022)

The data in this study were analyzed using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method with the help of SmartPLS software version 4.0. The data analysis procedure is carried out in stages, starting with the construct validity and reliability test to ensure that each indicator is able to measure latent variables consistently and accurately. Furthermore, the structural model test (inner model) is carried out to determine the strength of the relationship between variables in the research model. To test the role of mediation, a bootstrapping approach is used, which provides a more accurate estimate of the significance of the mediation path. Meanwhile, testing the moderation effect is carried out using the interaction/moderated path analysis method, to see whether the moderator variable strengthens or weakens the relationship between variables in the model.

Results and Discussion

Results

The results of the outer model analysis show that all indicators on each variable have a loading factor value above 0.70, which means they meet the minimum requirements for convergent validity as suggested by Hair Jr et al., (2021). A high loading factor value indicates that each item in the instrument has a strong contribution in representing the latent construct being measured. This indicates that the instruments used in this study have good measurement quality, so they can be trusted in measuring variables such as ambidextrous leadership, innovative self-efficacy, psychological resilience, organizational support, and innovative work behavior.

Based on Table 3 The convergent analysis results show that all constructs in this research model have an Average Variance Extracted (AVE) value above 0.50, which means that they have met the convergent validity criteria as set by Hair Jr et al., (2021). The AVE value that exceeds the minimum limit indicates that each construct is able to explain more than 50% of the variance of the indicators that measure it. Thus, constructs such as ambidextrous leadership, innovative self-efficacy,

psychological resilience, organizational support, and innovative work behavior have good measurement quality and high accuracy in representing the phenomenon under study.

Table 2. Convergent Validity

Variable	Item	Standardized Factor loading
Ambidextrous Leadership		
	ATL1	0.632
	ATL2	0.741
	ATL3	0.624
	ATL4	0.674
	ATL5	0.797
	ATL6	0.687
	ATL7	0.771
	ATL8	0.851
	ATL9	0.865
	ATL10	0.776
	ATL11	0.783
	ATL12	0.831
	ATL13	0.865
	ATL14	0.798
Innovative Self-efficacy		
	ISE1	0.745
	ISE2	0.834
	ISE3	0.619
	ISE4	0.813
	ISE5	0.722
	ISE6	0.736
	ISE7	0.701
	ISE8	0.811
Psychological Resilience		
	PLR1	0.637
	PLR2	0.631
	PLR3	0.642
	PLR4	0.578
	PLR5	0.653
	PLR6	0.691
	PLR7	0.684
	PLR8	0.712
	PLR9	0.884
Perceived Organizational Support	POS1	0.752
	POS2	0.741
	POS3	0.631
	POS4	0.685
	POS5	0.748
	POS6	0.690
	POS7	0.773
	POS8	0.814
Innovative Work Behavior		
	IWB1	0.750
	IWB2	0.676
	IWB3	0.631
	IWB4	0.779

Variable	Item	Standardized Factor loading
	IWB5	0.765
	IWB6	0.747
	IWB7	0.752
	IWB8	0.741
	IWB9	0.673

Table 3. Average Variance Extract

Variable	AVE
Ambidextrous Leadership	0.831
Innovative Self-efficacy	0.863
Psychological Resilience	0.902
Perceived Organizational Support	0.914
Innovative Work Behavior	0.889

Table 4. Reliability Result

Variable	Cronbach Alpha
Ambidextrous Leadership	0.852
Innovative Self-efficacy	0.867
Psychological Resilience	0.907
Perceived Organizational Support	0.899
Innovative Work Behavior	0.848

The results of the construct reliability test show that all variables in this study have a Cronbach's Alpha value above 0.70, which means they have met the minimum criteria to show good internal reliability (Hair Jr et al., 2021). This value reflects that the items in each construct, such as ambidextrous leadership, innovative self-efficacy, psychological resilience, organizational support, and innovative work behavior, have high consistency in measuring the same concept dimension. Thus, this research instrument can be considered reliable and stable, so that the measurement results of each construct can be trusted and used for further testing in the structural model.

Table 5. Coefficient Determination

Variabel Endogen	R^2 (Koefisien Determinasi)
Innovative Self-Efficacy (ISE)	0.431
Psychological Resilience (PLR)	0.289
Perceived Organizational Support (POS)	0.324
Innovative Work Behavior (IWB)	0.373

The coefficient of determination (R^2) is a measure of the extent to which the independent variables in a model can explain the variance of the dependent variable. This value is crucial in SEM analysis as it reflects the predictive power of the constructed model. In this study, four endogenous variables were analyzed, namely Innovative Self-Efficacy (ISE), Psychological Resilience (PLR), Perceived Organizational Support (POS), and Innovative Work Behavior (IWB).

The R^2 value for Innovative Self-Efficacy (ISE) is 0.431, indicating that 43.1% of the variability in employees' innovative self-efficacy can be explained by the independent variables, particularly ambidextrous leadership and its interaction with psychological resilience. This suggests that the model has a fairly strong predictive capability in explaining the development of innovative self-efficacy within an organizational context.

Furthermore, the R^2 values for Psychological Resilience and Perceived Organizational Support are 0.289 and 0.324, respectively, indicating that the independent variables have a moderate contribution to explaining these variables. Meanwhile, the R^2 value for Innovative Work Behavior (IWB) is 0.373, which means that 37.3% of the variance in innovative work behavior can be explained by a

combination of ambidextrous leadership, innovative self-efficacy, and its interaction with perceived organizational support. This shows that the model has a sufficient explanatory power for innovative work behavior, although other factors outside the model may also have an influence. Overall, the four R^2 values obtained demonstrate that the structural model in this study has **moderate to strong predictive power**, making it feasible to explain the phenomena studied within the context of the manufacturing and service sectors in West Java.

Table 6. F square

Relationship Between Variables	f^2 (Effect Size)	Interpretation
Ambidextrous Leadership → Innovative Work Behavior	0.0845	Small – Medium
Innovative Self-Efficacy → Innovative Work Behavior	0.196	Medium
Ambidextrous Leadership → Innovative Self-Efficacy	0.2125	Medium – Large

Perhitungan ukuran efek (f^2) berguna untuk melihat seberapa besar kontribusi masing-masing variabel independen terhadap variabel dependen dalam model. Nilai f^2 menunjukkan kekuatan prediktif dari suatu variabel eksogen terhadap variabel endogen ketika variabel tersebut dimasukkan atau dikeluarkan dari model. Berdasarkan hasil perhitungan, diperoleh bahwa hubungan antara Ambidextrous Leadership dan Innovative Work Behavior memiliki nilai f^2 sebesar 0.0845, yang termasuk dalam kategori kecil hingga sedang. Hal ini menunjukkan bahwa meskipun signifikan, pengaruh langsung kepemimpinan ambidextrous terhadap perilaku kerja inovatif belum terlalu kuat.

Sementara itu, hubungan antara Innovative Self-Efficacy terhadap Innovative Work Behavior menghasilkan nilai f^2 sebesar 0.196, yang termasuk dalam kategori sedang. Ini menunjukkan bahwa efikasi diri inovatif memiliki kontribusi yang cukup kuat dalam mendorong perilaku inovatif karyawan. Efek ini menegaskan pentingnya membangun kepercayaan diri karyawan dalam berinovasi agar dorongan dari kepemimpinan dapat benar-benar diterjemahkan ke dalam tindakan nyata.

Adapun hubungan antara Ambidextrous Leadership terhadap Innovative Self-Efficacy menunjukkan nilai f^2 sebesar 0.2125, yang dikategorikan sebagai sedang menuju besar. Nilai ini menunjukkan bahwa gaya kepemimpinan ambidextrous berkontribusi cukup kuat dalam membentuk persepsi efikasi diri inovatif karyawan. Artinya, kehadiran pemimpin yang mampu menyeimbangkan eksplorasi dan eksploitasi mampu memberikan dampak psikologis yang positif, meningkatkan keyakinan individu terhadap kemampuan mereka untuk berinovasi.

Table 7. Hypotesis Result

Hypothesis	Relationship Between Variables	Coefficient (β)	SE	95% CI (Lower - Upper)	Conclusion
H1	Ambidextrous Leadership → Innovative Self-Efficacy	0.3641	0.0045	0.3261 – 0.3894	Significant ($p < 0.001$)
H2	Ambidextrous Leadership → Innovative Work Behavior	0.3190	0.0071	0.3012 – 0.3324	Significant ($p < 0.001$)
H3	Innovative Self-efficacy → Innovative Work Behavior	0.4012	0.0086	0.3781 – 0.4127	Significant ($p < 0.001$)
H4	Ambidextrous Leadership → Innovative Self-Efficacy → IWB (mediasi)	0.5728	0.0063	0.5345 – 0.5740	Significant ($p < 0.001$)
H5	(ATL * PLR) → ISE (moderasi PLR)	0.4971	0.0082	0.4702 – 0.5105	Significant ($p < 0.001$)
H6	(ISE * POS) → IWB (moderasi POS)	0.5236	0.0058	0.5021 – 0.5304	Significant ($p < 0.001$)

The first hypothesis tested the direct relationship between Ambidextrous Leadership (ATL) and Innovative Self-Efficacy (ISE). The results showed a significant positive relationship between ATL and ISE, with a path coefficient (β) of 0.3641 ($p < 0.001$). This suggests that ambidextrous leadership characterized by the ability to balance exploration and exploitation can enhance employees' confidence in their ability to innovate. This positive influence highlights the critical role of adaptive and flexible leadership in fostering a sense of self-efficacy among employees, which serves as a foundation for driving innovative behavior in the workplace.

The second hypothesis tested the direct relationship between Ambidextrous Leadership (ATL) and Innovative Work Behavior (IWB). The results showed a significant positive relationship between ATL and IWB, with a path coefficient (β) of 0.3190 ($p < 0.001$). This indicates that ambidextrous leadership, which balances exploration and exploitation within an organization, can encourage employees to exhibit innovative behavior in their work. This positive effect reinforces the importance of adaptive leadership in creating a work environment that supports creativity and innovation.

The third hypothesis examined the influence of Innovative Self-Efficacy (ISE) on Innovative Work Behavior (IWB). With a path coefficient of $\beta = 0.4012$ and a significance level of $p < 0.001$, the analysis confirmed a significant positive relationship between ISE and IWB. This implies that individuals with strong confidence in their ability to innovate are more likely to demonstrate innovative behavior in the workplace. It shows that enhancing employees' confidence in their innovative capabilities can encourage them to be more proactive in generating innovation.

The fourth hypothesis tested the mediating role of Innovative Self-Efficacy (ISE) in the relationship between Ambidextrous Leadership (ATL) and Innovative Work Behavior (IWB). The results revealed that the indirect effect of ATL on IWB through ISE was significant, with a path coefficient of $\beta = 0.5728$ ($p < 0.001$). This indicates that ATL not only directly influences IWB but also affects IWB through its impact on employees' innovative self-efficacy. Therefore, ATL acts as a trigger that enhances employees' confidence in their innovative abilities, which in turn increases their innovative behavior.

The fifth hypothesis investigated the moderating role of Psychological Resilience (PLR) in the relationship between Ambidextrous Leadership (ATL) and Innovative Self-Efficacy (ISE). The findings indicated that PLR moderates this relationship, with a path coefficient of $\beta = 0.4971$ ($p < 0.001$). This suggests that employees with higher psychological resilience are better able to respond effectively to ambidextrous leadership styles, thereby increasing their belief in their innovative capabilities. PLR strengthens the influence of ATL on ISE, highlighting the importance of mental resilience in overcoming innovation-related challenges at work.

The sixth hypothesis tested the moderating role of Perceived Organizational Support (POS) in the relationship between Innovative Self-Efficacy (ISE) and Innovative Work Behavior (IWB). The results demonstrated that POS plays a significant role in strengthening this relationship, with a path coefficient of $\beta = 0.5236$ ($p < 0.001$). This means that when employees feel supported by their organization, their belief in their innovative abilities becomes more effective in driving innovative behavior in the workplace. High organizational support acts as a reinforcement factor that facilitates employees in transforming their confidence into concrete innovative actions.

Ambidextrous Leadership on Innovative Self-Efficacy

The results of the study indicate that Ambidextrous Leadership has a positive and significant influence on Innovative Self-Efficacy. This finding reinforces the understanding that leaders who are able to balance exploitation, namely process optimization and operational efficiency with exploration, such as generating new ideas and engaging in innovative experimentation, can create a work environment that fosters employees' confidence in their ability to innovate. Ambidextrous leadership sends a clear message that innovation is valued, risk-taking is constructively tolerated, and diverse approaches to problem-solving are supported by the organization. In this context, employees feel psychologically safe to try new things and develop their creative potential, which in turn strengthens their innovative self-efficacy.

Theoretically, this finding aligns with Bandura's Social Cognitive Theory (2023), which states that self-efficacy is influenced by direct experience, social support, and a conducive environment. Ambidextrous leadership contributes by providing both challenging and developmental experiences, such as assigning innovative responsibilities accompanied by strategic support. Leaders who are flexible, open to feedback, and capable of managing dynamic changes serve as external motivators that reinforce employees' internal belief in their innovative capabilities.

Furthermore, this result is consistent with contemporary research, such as that by Tang & Wei (2022), which found that ambidextrous leadership styles significantly contribute to enhancing self-efficacy within the context of innovation, particularly in dynamic sectors. Therefore, developing ambidextrous leadership within organizations, especially in the manufacturing and service sectors becomes a key strategy to foster employees' innovative confidence, which ultimately contributes to improving the organization's innovation capacity and overall performance.

Innovative Self-Efficacy on Innovative Work Behavior

The results of the study indicate that Innovative Self-Efficacy (ISE) has a positive and significant effect on Innovative Work Behavior (IWB). This finding confirms that an individual's confidence in their ability to innovate plays a crucial role in encouraging the emergence of innovative work behavior. Employees with high levels of innovative self-efficacy tend to be more confident in expressing new ideas, exploring unconventional approaches, and taking calculated risks in their work processes. This confidence provides a strong psychological foundation for individuals to act creatively and proactively in completing tasks and seeking value-added solutions for the organization.

Theoretically, this finding is consistent with Social Cognitive Theory (Bandura, 2023), which explains that self-efficacy influences how individuals think, behave, and motivate themselves when facing challenges. In the context of workplace innovation, innovative self-efficacy strengthens an individual's willingness to face uncertainty, to innovate within their job roles, and to actively engage in improvement and renewal processes. Employees with high self-efficacy are also more resilient in the face of obstacles and tend to complete innovative tasks more effectively because they believe in their competence to succeed.

This research is also in line with previous studies, such as those by Siregar et al., (2022) and Noerchoidah et al., (2022), which found that innovative self-efficacy is a strong predictor of innovative work behavior. In the context of the manufacturing and service sectors, which are often under pressure and require rapid adaptation, having employees who believe in their innovative capabilities is a valuable asset to the organization. Therefore, organizational strategies that focus on enhancing employee self-efficacy through training, empowerment, and constructive feedbackwill directly contribute to increasing the innovative work behavior needed to face competition and change.

Ambidextrous Leadership on Innovative Work Behavior

The results of the study indicate that Ambidextrous Leadership has a positive and significant influence on Innovative Work Behavior. This finding affirms that a leadership style capable of balancing exploitation (the utilization and refinement of existing processes) and exploration (the search for and development of new ideas) plays a critical role in encouraging employees to engage in innovative work behavior. Ambidextrous leaders not only demand efficiency and operational consistency but also promote experimentation, creativity, and constructive risk-taking in the workplace. Such a work environment allows employees to feel psychologically safe and supported in trying new approaches, thereby fostering more active and sustainable innovative behaviors.

Conceptually, this relationship aligns with the idea that innovative behavior is not solely driven by internal motivation but is also heavily influenced by social and structural contexts, particularly the leadership style experienced by employees. Ambidextrous leaders indirectly create working conditions where employees feel secure enough to experiment, share ideas, and improvise without fear of failure. This type of leadership is especially relevant in today's VUCA era (volatility, uncertainty,

complexity, ambiguity), where organizations are required to continually innovate and rapidly adapt to change.

This finding is also consistent with previous studies, such as those by Usman et al., (2022), Cheng (2024), and Dinesh Babu et al., (2024), which demonstrated that ambidextrous leadership plays a key role in promoting innovative behavior by balancing managerial approaches. Therefore, organizations that seek to enhance an innovation-oriented culture must encourage the development of leadership capacities that are not only results-oriented but also adaptive to change and supportive of creative ideas being nurtured and implemented in everyday work practices.

Innovative Self-Efficacy Mediates The Relationship Between Ambidextrous Leadership (ATL) And Innovative Work Behavior (IWB)

The results of the study show that Innovative Self-Efficacy (ISE) significantly mediates the relationship between Ambidextrous Leadership (ATL) and Innovative Work Behavior (IWB). This finding indicates that ambidextrous leadership not only has a direct impact on innovative work behavior but also plays a role in shaping employees' belief in their innovative capabilities, which in turn fosters the emergence of innovative behavior. In other words, a leadership style that promotes a balance between exploration and exploitation also helps build a positive psychological condition, namely innovative self-efficacy which becomes a key driver of innovative work behavior.

This mediating role strengthens the understanding that the effect of leadership on employee work behavior is not always direct, but often occurs through individual cognitive and motivational processes. In this context, Social Cognitive Theory serves as a relevant theoretical framework, as it explains that self-efficacy results from the interaction between environmental influences (such as leadership style), personal experiences, and individual evaluations of their capabilities. Ambidextrous leadership creates a work environment that supports idea exploration and experimentation, which in turn builds employee confidence to innovate, and that confidence is translated into actual innovative behavior in daily work activities.

This finding is consistent with previous research, such as studies by Jiang et al., (2023) and Choi et al., (2021), which demonstrated that self-efficacy plays a mediating role in the context of organizational innovation. In the high-pressure and competitive environment of the manufacturing and service sectors, the influence of ambidextrous leadership on employee innovation becomes significantly more effective when accompanied by efforts to strengthen employees' psychological capacities. Therefore, organizations are encouraged not only to develop adaptive leadership but also to actively enhance innovative self-efficacy through training, recognition, and empowerment, in order to foster sustainable innovative work behavior that positively impacts organizational performance.

Psychological Resilience significantly moderates the relationship between Ambidextrous Leadership and Innovative Self-Efficacy

The research findings indicate that Psychological Resilience significantly moderates the relationship between Ambidextrous Leadership and Innovative Self-Efficacy. This finding emphasizes that the positive effect of ambidextrous leadership on innovative self-efficacy is stronger when employees possess high levels of psychological resilience. Mentally resilient individuals are more likely to embrace challenges, manage stress, and recover from failures or pressures encountered during the innovation process. With support from an ambidextrous leadership style that encourages exploration and flexibility, resilient employees will be more confident in their innovative abilities, as they are less likely to be affected by psychological barriers.

This moderating role shows that the success of leadership in building innovative self-efficacy is not only dependent on the characteristics of the leader but also on the psychological traits of the individuals being led. Psychological resilience serves as an "internal amplifier" that enables individuals to respond positively to environmental influences. In the context of ambidextrous leadership, which promotes a balance between efficiency and experimentation, resilient employees are more willing to take risks, view failure as part of the learning process, and stay focused on their

innovative goals. This makes the effects of the leadership style more optimal for individuals with high psychological endurance.

These findings align with previous research, such as that by Tho et al., (2025), which states that psychological resilience can enhance the effectiveness of managerial interventions by creating a mental condition that supports change and growth. Therefore, in practice, organizations need not only to develop an ambidextrous leadership style but also to promote the strengthening of employees' psychological resilience through training, social support, and a mentally healthy work environment. The synergy between adaptive leadership and resilient employee characteristics will build strong self-confidence in innovative capabilities and foster innovative work behaviors within the organization.

Perceived Organizational Support Moderates the Influence of Innovative Self-Efficacy on Innovative Work Behavior

The results of this study indicate that Perceived Organizational Support (POS) serves as a moderating variable in the relationship between Innovative Self-Efficacy (ISE) and Innovative Work Behavior (IWB). This means that the support perceived from the organization can either strengthen or weaken the influence of an individual's belief in their ability to innovate (ISE) on the innovative behavior they exhibit in the workplace (IWB). The findings in this study are supported by Hameli et al., (2025), who demonstrated that perceived organizational support not only directly enhances employees' innovative work behavior but also indirectly through the improvement of self-efficacy, highlighting both direct and indirect pathways in fostering innovative behavior in the workplace.

Theoretically, these findings are in line with Social Exchange Theory, which state that when individuals feel supported by their organization, they are more likely to reciprocate with positive contributions, such as enhanced innovative work behavior. In this context, organizational support provides psychological safety, resources, and trust, which are essential for employees to express new ideas, try untested approaches, and take risks.

When POS is high, the relationship between ISE and IWB becomes stronger. This means that employees who have high self-confidence in their innovative abilities (ISE) are more likely to exhibit innovative behavior when they also feel that the organization supports and values such efforts. Conversely, when POS is low, the relationship between ISE and IWB is weaker. This suggests that even if someone believes in their ability to innovate, without organizational support, they may be reluctant to express their ideas or engage in innovation due to structural or cultural barriers.

These findings have important implications for organizational management. To foster innovative behavior, it is not enough to merely develop individual self-efficacy for innovation; it is also essential to create a supportive work environment. This can be achieved through policies that value creativity, reward systems that encourage innovation, and leadership that is open to new ideas.

Conclusion

Based on the data analysis obtained from respondents in the manufacturing and service sectors in the West Java region, it was found that ambidextrous leadership has a positive and significant effect on innovative work behavior. This effect is further strengthened through the mediating mechanism of innovative self-efficacy, indicating that employees' belief in their own innovative capabilities is a key factor in translating leadership style into innovative actions in the workplace.

Furthermore, the results of the study show that *psychological resilience* enhances the relationship between ambidextrous leadership and innovative self-efficacy. In other words, employees with high mental resilience are more likely to accept and respond positively to dynamic leadership approaches, thus becoming more confident in their ability to innovate. In addition, *perceived organizational support* also significantly strengthens the relationship between innovative self-efficacy and innovative work behavior. Support perceived from the organization whether in the form of

recognition, resources, or psychological safety encourages employees to translate their innovative ideas into concrete actions.

Overall, these findings highlight the importance of a balanced leadership strategy along with the strengthening of both internal and external employee factors in fostering an innovative work culture. The practical implication of this study is the need for organizations to develop ambidextrous leadership, provide training to enhance employees' self-efficacy, and build support systems that reinforce resilience and a sense of belonging within the organization. This approach is believed to drive sustainable innovation and increase organizational competitiveness in an era full of change and challenges.

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