
THE ROLE OF HUMAN RESOURCE FLEXIBILITY AND ORGANIZATION AMBIDEXTERITY IN INCREASING ORGANIZATIONAL PERFORMANCE

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ABSTRACT

In order to have good quality human resources, then we need to provide better education for the society. For this reason, universities must have an excellence performance to create a high quality human resource. This study aims to find out the effect of Human Resource Flexibility and Organizational Ambidexterity toward Organizational Performance, partially and simultaneously. The population of this study is all universities in LLDIKTI III area that is located in Jakarta. Sampling techniques used is purposive sampling in which the respondent is the person who is fit with the criteria set before. Thus, the sample is 42 respondents who is a decision maker in universities with 'Unggul' accreditation. The data is collected by distributing questionnaire and then analyzed by using SEM-PLS. The result showed that Human Resource Flexibility and Organizational Ambidexterity have a significant effect toward Organizational Performance partially. Beside, Human Resource Flexibility and Organizational Ambidexterity have the effect toward Organizational Performance simultaneously.

Keywords: Human Resource Flexibility, Organizational Ambidexterity, Organizational Performance

INTRODUCTION

In every country, good education is an important thing because good education will lead to better life. For this reason, higher education institutions have responsibility to provide good quality education that will produce high quality human resource.

In term of good quality standard of education, Indonesian government create higher education accreditation standards to ensure its quality to ensure the quality of education by creating excellent, very good and good accreditation. According to data from the Central Statistics Agency, until 2024 there were 4,040 universities, both state and private, in Indonesia ([https://www.banpt.or.id/data-akreditasi/distribusi-peringkat-](https://www.banpt.or.id/data-akreditasi/distribusi-peringkat-akreditasi/)

[akreditasi/](#)) and only 219 universities have superior accreditation. Superior accreditation is the highest accreditation rating, where universities with superior accreditation have extraordinary quality and meet standards above the minimum.

When it comes to scientific publications, Indonesia is also trailing behind other nations. According to data published by Scimago, Indonesia holds the 61st position out of 239 countries, significantly behind nearby countries such as Malaysia (37th) and Thailand (43rd). In terms of scientific publications, Indonesia also lags behind other countries. Data released by Scimago shows that Indonesia ranks 61st out of 239 countries, far behind neighboring countries like Malaysia



(37th) and Thailand (43rd). (<https://www.beritaalternatif.com/ku-alitas-penelitian-indonesia-masih-tertinggal-jauh-dari-malaysia-dan-thailand/>).

The concept of ambidexterity is a concept where companies must carry out exploration and exploitation activities in a balanced manner so that the company can produce optimal performance and also be able to compete (Günsel et al., 2018) Kafetzopoulos, 2020, Úbeda-García et al., 2018). Exploitation activities themselves are activities where companies try to optimize the use of their resources, while exploration activities are activities where companies try to capture opportunities that exist in the environment. It is advisable for universities to also implement the concept of ambidexterity. The resources owned by each university must be optimized to produce optimal performance. For example, by optimizing existing facilities and budgets, especially for universities that have superior accreditation.

Regarding human resource flexibility, which allows an organization to adjust and improve its human resource skill to be able to respond customer's need.

Why is organizational ambidexterity important for organizations? Previous research has shown that organizational ambidexterity will impact organizational performance. By increasing exploitation and exploration activities, such as improving innovation and human resource capabilities, organizational performance will improve (Voss and Voss 2013; Cao et al., 2009; Wang and Li, 2008; Lubatkin et al., 2006).

Based on the description above and considering the importance of higher education performance in Indonesia, this study was conducted to answer the following questions, namely whether human resource flexibility and organizational ambidexterity has a direct effect on higher education performance.

Although there has been a lot of previous research related to organizational ambidexterity, there has been no related research conducted with higher education as the research object, so it is hoped that the results of this research can provide input for related parties to improve the performance of higher education.

LITERATURE REVIEW

Organizational performance

Strategic management is a set of decisions and actions that will determine a company's long-term performance (Thomas L. Wheelen, 2012). This series of decisions and actions, commonly referred to as strategy, will help the company achieve superior performance compared to its competitors (R. Jones, 2009). The end result of these activities is called performance, and to measure this performance, measurements are needed based on the organizational unit being measured and also the goals to be achieved (Hunger, 2012).

Several studies have proposed methods and tools for measuring organizational performance using dimensions such as financial performance and competitiveness. Shan et al. (2016) and Kafetzopoulos et al. (2015) define organizational performance as a company's financial performance and competitiveness (Kafetzopoulos, 2020). Meanwhile, Vanpoucke et al. (2014); Menor et al.

(2007) & Narasimhan and Kim (2002) use financial measures to measure organizational performance. The indicators used are increased sales compared to the previous period, increased market share compared to the previous period, and increased ROI (Chams-Anturi et al., 2019). Although universities are business organizations that are also profit-oriented, previous research shows that the performance of universities as an organization is not measured using financial dimensions or competitiveness as measuring the performance of other organizations. (Ball & Halwachi, 1987) stated that the performance of universities as an organization is measured using several dimensions, which are internal performance, with indikator teaching quality, attraction of research funds, success rate of higher degrees, market share of undergraduate applications, external performance, with indikator publications by staff and citations, papers at conferences, reputation judged by external reviews, acceptability of graduates (postgraduates) in employment, patents, inventions, consultancies; operating performance, with indikator staff/student ratios, class sizes, staff workloads, library stock availability, course options available. In addition, the performance of higher education institutions in Indonesia is measured using 8 indicators, namely graduates getting decent jobs, students gaining experience outside the campus, lecturers engaging in activities outside the campus, teaching practitioners on campus, lecturers' work results being used by the community, study programs collaborating with world-class partners, collaborative and participatory classes, and international

standard study programs. (Pendidikan et al., 2021).

Organizational Ambidexterity

To achieve optimal business performance, companies need to exploit their resources to the maximum. Furthermore, they must also engage in exploration, identifying market opportunities to develop their business. Therefore, companies need to become ambidextrous organizations. By simultaneously and continuously combining exploitation and exploration, companies will achieve better performance (Popadić et al., 2015). An ambidextrous organization must be able to balance between utilizing its capabilities and competencies by using its resources to create new markets and also capture existing opportunities (Ramachandran et al., 2019).

Organizational ambidexterity has two dimensions: exploration and exploitation (Kafetzopoulos, 2020). Exploration activities refer to a group of skills related to searching, making explorations and trials, taking risks, and implementing radical change. Meanwhile, exploitation activities mean improving and developing a company by examining existing practices, activities, and production (Günsel et al., 2018). Zhang et al. (2012) stated that exploitation orientation consists of activities such as improving and controlling existing processes (mechanistic orientation), while exploration orientation relates to innovation and creative activities to explore new alternatives (organic orientation) (Alcaide-Muñoz & Gutierrez-Gutierrez, 2017).

Other studies (Fu et al., 2016; Hughes, 2018; Lee et al., 2017; O'Reilly & Tushman, 2013; Panagopoulos, 2016; Peng et al., 2019; Sulphrey, 2019) also use

the dimensions of exploration and exploitation to measure organizational ambidexterity (Mohammed Abazeed, 2020). Exploration is an organizational activity to discover new ideas and optimize existing opportunities, enabling the organization to innovate. Exploration also emphasizes radical innovation of the organization's products to achieve long-term company performance. Meanwhile, exploitation is an activity carried out by an organization to reconfigure organizational knowledge and resources to increase efficiency. Exploitation also describes an organization's ability to develop existing expertise and expand its business into new markets (Mohammed Abazeed, 2020).

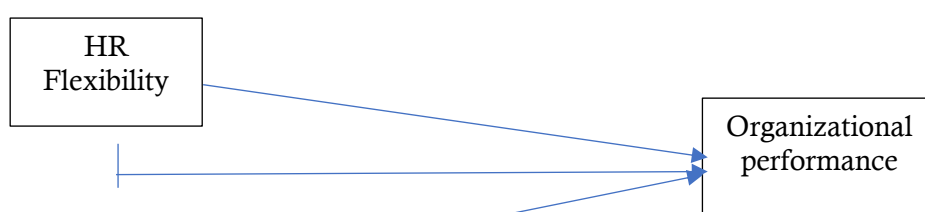
Human Resource Flexibility

HR flexibility is crucial for every company to adapt to a dynamic environment. Companies must also develop the skills and knowledge of their employees to enable them to act in a variety of situations (Wright and Snell, 1998). Several previous studies (Barney, 1991; Wright et al., 2001; Bhattacharya et al., 2005) suggest that flexible human resources can be a source of competitive advantage for companies, ultimately resulting in improved performance (Úbeda-García et al., 2018).

Wright and Snell (1998) used three dimensions in measuring human resource flexibility, namely skill flexibility (SF), behavioral flexibility (BF) and HR practice flexibility (PF) (Úbeda-García et al., 2017).

Organizations can focus more on exploration activities and the benefits they generate, despite the costs associated with these activities (March, 1991). Conversely, companies can also focus on exploitation activities and enjoy the benefits, even though there will be increased efficiency due to outdated work processes (Levinthal & March, 1993). However, the impact of organizational ambidexterity on organizational performance depends on the opportunity costs incurred from using organizational resources to achieve organizational performance (Katou et al., 2020). Previous research has shown that organizational ambidexterity benefits organizations because it is able to balance exploration and exploitation activities effectively (Voss and Voss, 2013; Cao et al., 2009; Wang and Li, 2008; Lubatkin et al., 2006). Likewise, research conducted by Rosing and Zacher, 2017, stated that when exploitation and exploration activities carried out by an organization are at a high level, this will ensure that the organization will remain competitive both in the short and long term (Kafetzopoulos, 2020).

Several previous studies (Chang, 2015; Chebbi, Yahiaoui, Vrontis, & Thrassou, 2015; Faisal Ahammad, Mook Lee, Malul, & Shoham, 2015; Garavan, Shanahan, Carbery, & Watson, 2016; Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2017) show that human resource flexibility makes it easier for employees to improve their skills and improve their behavior.



Organizational
ambidexterity

Fig 2.1 research model

From the research framework above, there are two hypotheses, which are (1) HR Flexibility and Organizational ambidexterity have an effect to organizational performance partially, and (2) HR Flexibility and Organizational ambidexterity have an effect to organizational performance simultaneously

METHODS

This study is an associative study aimed at determining the relationship between two or more variables (Uma Sekaran, 2016). The time horizon used is cross-sectional, where data is collected once within a certain period of time to answer the research problem (Uma Sekaran, 2016). This study also uses a survey method through a questionnaire, where the questionnaire is a set of written questions that respondents will answer (Uma Sekaran, 2016). Higher education is the unit of analysis in this study, where decision makers will be the respondents.

Sampling technique

A sample is a portion of a population that possesses characteristics to be investigated. Sampling methods can be grouped into two categories: probability sampling and non-probability sampling. Non-probability sampling is a sampling method in which not all elements within the population have a chance of being selected as sample subjects. This study use purposive sampling, in which we set criteria to be respondent. The total population is 245 universities in Jakarta. Since respondents must be decision maker in universities with unggul accreditation, then we took 42 respondents as our sample.

Data Collection

Data collection methods are an integral part of research design (Uma Sekaran, 2016). For this study, the data collection methods used were: questionnaire, literature study, and interview.

RESULTS

Table 1 Multiple Regression test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.396	.230		6.063
	X1	.456	.059	.363	7.717
	X2	.263	.047	.263	5.593

a. Dependent Variable: Y

Source: data processed

Based on the table above, the regression equation is as follows:

$$Y = 1.396 + 0.456X_1 + 0.263X_2$$

If variables x_1 and x_2 are implemented better then organizational performance will increase

Table 2 Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.291	.288	.21259

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: data processed

From the table above, the r square of the dependent variable can be value is 0.291 which means that 29.1 % explained by the independent variable.

Table 3 t test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.396	.230		6.063	.000
	X1	.456	.059	.363	7.717	.000
	X2	.263	.047	.283	5.593	.000

a. Dependent Variable: Y

Sumber: data processed

From the table above, it is known that the significance value of the HR flexibility variable is 0.000, which is smaller than the calculated T value of 7.717. Likewise, the significance value of

the OA variable is 0.000, which is smaller than the calculated T value of 5.593. This means that both independent variables have an influence on the dependent variable.

Table 4 F test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.735	2	3.868	85.577	.000 ^b
	Residual	18.801	416	.045		
	Total	26.536	418			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

From the table above, it is known that the significance value of F is 0.000 which is smaller than 0.05 and the calculated F value is 85.577 which is greater than the F table value of 3.02. This means that the Human Resource Flexibility and Organizational Ambidexterity variables have a simultaneous effect on Organizational Performance

CONCLUSION

Based on the findings of this study, it can be concluded that both Human

Resource Flexibility and Organizational Ambidexterity have significant effects on Organizational Performance. However, their impact varies depending on whether they are considered separately or together. Human Resource Flexibility, which refers to the ability of an organization to adapt its workforce to changing demands, has a partial effect on organizational performance. This implies that a flexible human resource strategy—focused on skill adaptability,

behavioral flexibility, and flexible HR practices – can enhance an organization's ability to respond to internal and external challenges, thus improving its overall performance.

Similarly, Organizational Ambidexterity, which combines the exploration of new opportunities with the exploitation of existing resources, also demonstrates a partial effect on organizational performance. The concept of ambidexterity is crucial for organizations that seek to balance innovation with efficiency. In the context of higher education institutions, such as universities, being ambidextrous means optimizing current resources while also exploring new research opportunities, technological advancements, and partnerships. This dual focus helps institutions remain competitive in a constantly evolving academic landscape.

When considered together, Human Resource Flexibility and Organizational Ambidexterity have a combined effect on Organizational Performance,

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- highlighting the importance of a synergistic approach. Universities that leverage both flexible human resource management and an ambidextrous organizational strategy are likely to achieve higher levels of performance. This comprehensive approach allows organizations to not only adapt to changes but also strategically innovate and exploit opportunities, thereby maximizing their potential for growth and excellence.
- The results of this study contribute to the understanding of how these two critical factors – HR flexibility and organizational ambidexterity – interact to drive performance, especially in higher education settings. It underscores the importance of fostering both human resource adaptability and a balanced strategic approach to exploration and exploitation. Such practices are essential for universities seeking to enhance their performance, especially those aiming for superior accreditation and high-quality educational outcomes.

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