

Is Ambidexterity A Myth? An Empirical Study Investigating the Impact of Ambidextrous Leadership as The Effect of Innovation Climate on Employee Innovation Performance.

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ABSTRACT

This research investigates to elaborate the relationship between ambidextrous leadership styles, innovation climate, and employee innovation performance in the banking sector, with a specific focus on Quetta, Balochistan. Grounded in a deductive reasoning approach and epistemological-positivism research philosophy, the study aims to explain the causal relationships among ambidextrous leadership behaviors, innovation climate, and employee innovation performance. Employing quantitative research techniques, data were gathered through structured questionnaires administered to employees of banks in the region, including the State Bank of Pakistan and various commercial banks, using a convenience sampling method. The sample, drawn from different departments, ensures the representation of the banking industry workforce in Quetta. Questionnaires encompassed demographic information and modified scales to measure ambidextrous leadership, leader open and close behaviors, innovation climate, and employee innovation performance. Analysis of the gathered data involved correlation analysis and hierarchical regression analysis using SPSS statistical software (version 27). Results revealed the significant positive correlations between leader open behavior, leader close behavior, innovation climate, and employee innovation performance. Furthermore, hierarchical regression analysis confirms the hypotheses, indicating that both ambidextrous leadership behaviors and innovation climate significantly influence employee innovation performance. Particularly, innovation climate moderates the relationship between ambidextrous leadership behaviors and employee innovation performance, amplifying their effects. This study contributes to the theoretical understanding of leadership and innovation within organizational contexts, providing valuable insights for practitioners seeking to enhance innovation and performance in the banking sector.

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INTRODUCTION

In this era of digitalization innovation performance plays a strategic and significant role in organizations to gain the competitive advantage and is considered a lifeblood in the organization's effectiveness. There is an interrelated connection among innovation and companies' performance (Rosenbusch, Brinckmann, & Bausch, 2011). However, innovation and performance are not the same ideas. Performance is a mixture of various activities such as efficiency, quality, rapidness, and this will promote good will of the organization (Lai & Cheng, 2005) while, innovation deals with the competencies, skills and abilities that the companies will create and produce new offerings, and create

values for customers (Damanpour & Aravind, 2006). It is widely recognized that the behaviors exhibited by leaders at various levels within an organization play a crucial role in stimulating and encouraging employees to engage in innovative practices (Demircioglu et al., 2023). This is the reason leaders and cooperate members has recognized the urgent need of innovation, and better organizational performance to achieve sustainability (Boons & Lüdeke-Freund, 2013). Furthermore, sustainability comes from by performing and managing the planned portfolios, exploring opportunities, and implementing tactics and the results will be consistent and suitable (Lueneburger & Goleman, 2010). Recent studies conducted by (Jiang et al., 2023), (Akıncı et al., 2022), (Kung et al., 2020) and (Usman et al., 2022) have demonstrate the significance of ambidextrous leadership in fostering employee innovative behavior across various sectors and industries. Whether in Chinese manufacturing enterprises, military organizations, public museums, or the telecom sector of Pakistan, the findings consistently demonstrate the positive influence of ambidextrous leadership on promoting and inspiring innovative practices among employees. Additionally, the effect of leadership styles in promoting ambidextrous innovation in knowledge-intensive firms, further reinforcing the importance of ambidextrous leadership in driving innovative outcomes (Berraies, 2023). Now a day, organizations leaders learn and implement new skills that facilitates the expansion of teamwork and innovation in an organization (Zuraik, 2017). Innovativeness can be describing the tendency to involve in, and facilitating new ideas, experimentation, and creative procedures. Innovative activities are planted in the company mission. Over, 94% of the top management belief that innovation can be derived by the two important factor that is the employee of the organization and their climate (Barsh et al., 2008).

The innovation climate does not form by chances; rather, it forms through choice." It is the consequences of an organization's strategies, an encouraging culture, and the effective leadership, that gain benefits from innovation environment (Soken & Barnes, 2014). It does not only reward innovative, creative behavior (Sternberg, 2009) it also supports multi-level collaboration throughout the operating teams and spontaneity in communication (Neely & Hii, 1998). Innovative activities are planted in the company mission. Moreover, innovation is infused in an organization by the means of explorative activities (Vario, 2017)

The Roman god Janus, with two pairs of eyes, symbolized a dual perspective, looking both backward and forward. Similarly, leaders, administrators, and corporate executives must adopt a similar approach, constantly attending to past endeavors while preparing for future innovations, as the past often foreshadows the future. In today's landscape, organizational survival demands ambidexterity simultaneously embracing innovation and implementation (Latham, 2014 & Lavie et al., 2010). The notion of ambidexterity was articulated in Robert Duncan's book "Dual Structure" in 1976 (Ahlers & Wilms, 2017). Furthermore, the concept's origin serves as a catalyst for organizational learning. James March's 1991 work investigates deeper insights of ambidexterity, focusing on exploration and exploitation activities that foster innovation (Alghamdi, 2018; Birkinshaw & Gupta, 2013). Additionally, in 1996, researcher Tushman and O' Reilly explained organizational ambidexterity refers to the maintaining optimum level of exploration and exploitation (Ahlers & Wilms, 2017). This balance led to the rational outcome at both individual and organizational level (Shon, 2019) and try to

work continuously with exploration and exploitation this drive competitive advantage (Dosanjh, 2017). Ambidextrous practices are mainly encouraged by leaders of the organization.

Literature suggested that the behaviors of the leaders are responsible and found significant for regulating employee behavior (Keller & Weibler, 2015), and organizational assurance (Birken, et al., 2015). Leaders are the integral part of an organizations that practice and promote ambidexterity (Jansen et al., 2006). The mixture of opening and closing generates ambidexterity leadership, and it shows positive change among employee (Tuan Luu, 2017). Leaders opening and closing behavior have the most positive effect on employee innovation (Wang et al., 2020) and organization innovation performance (Gerlach et al., 2020). By the merger of leaders, open and close behavior and exploration and exploitation, it shows a positive impact on innovation performance (Wasilewski, 2019). Studying the association between ambidextrous leadership and employee innovation performance through innovation climate may provide the better understanding of the actions and their effects in a workplace.

LITERATURE REVIEW

Globalization has expanded the boundaries of organizations (Nolan & Zhang, 2003), driving the demand for upgraded services, competitive pricing, and tailored solutions (Lumpkin & Dess, 2001). Within these organizations, executives grasp the intricate concept of innovation, recognizing its imperative role in enhancing productivity. Existing literature suggested the significance of leadership in supporting and advancing organizational practices that encourage the generation and implementation of innovative ideas (Malhotra, 2021). It is widely acknowledged that leaders who adopt an ambidextrous leadership style can significantly contribute to enhancing both individual and organizational performance in terms of creativity and business process innovation (Atiku & Randa, 2021). The term "innovation" originates from the Latin word "novus," meaning new. Innovation embodies three dimensions: novelty, improvement, and modification (West & Farr, 1990). Organizational leaders can evaluate employee creativity and acknowledge their contributions to innovative outcomes. Innovation initiatives are not confined to specific organizational functions (Boer & Daring, 2001), instead, they encompass cross-functional collaboration (Buergin, 2006). Innovation is a holistic process guided and coordinated by organizational leaders, making all employees accountable for achieving the company's innovation objectives (Fagerberg, 2006).

Organizational leadership significantly influences decision-making processes, implementation strategies, and performance outcomes (Birasnav et al., 2011), and is positively associated with entrepreneurial endeavors (Ensley et al., 2003). Additionally, leadership plays a pivotal role in realizing a company's mission and vision (Alon & Higgins, 2005). Leadership entails the ability of individuals to inspire, motivate, and influence others to contribute to organizational efficiency and success (Yukl & Mahsud, 2010). Essentially, leadership is an inclusive process where individuals guide collective efforts towards achieving common objectives wisely (Lumpkin & Dess, 2001)

Relationship between ambidextrous leadership; leader open and close behavior on employee innovation performance.

Ambidextrous leadership refers to the leader's ability to establish a harmonious equilibrium between exploration and exploitation, enabling the organization to thrive in both innovative and efficient pursuits (Jia et al., 2022). Furthermore, ambidextrous leaders demonstrate proficiency in navigating the balance between exploration and exploitation, fostering a conducive atmosphere that encourages experimentation, continuous learning, and adaptability in response to evolving conditions (Zabiegalski & Marquardt, 2022). Researcher Rosing et al., 2011, found a new leadership theory in a comprehensive study funded by Volks Wagen, Automobile company. The study diagnosis a meta-analysis of existing literature that creates connection between leadership effectiveness with innovation performance. Their objectives of study were to determine what behavior of the leader will effectively provoke innovation. The innovation process which includes creativity and implementation, they need contradicting and opposing leading behavior (Probst et al., 2011). The theory of ambidextrous organization argues that organization has both strategic and tactical goals at the same time (Andriopoulos & Lewis, 2009). Also, Ambidextrous leadership theory divided leaders' behaviors into two groups opening and closing behavior (Zacher & Rosing, 2015). The two different steps acknowledge various kinds of behavior, with the first step called the horizontal innovation process, differentiated by visioning and uncertainty, which leaders initiate through opening behavior. In contrast, the second step is differentiated through commitment then discipline that involve leader's closing behavior (Bel, 2010).

Ambidextrous leadership demonstrated by the leaders who utilize open and close behavior, opening leader behaviors i.e., risk-taking, miscalculations, open-mindedness, creativity, research reinforces exploration and closing behaviors displaying, corrective actions, procedures, goal attainment supports exploitation (Ahlers & Wilms, 2017). Literature suggested that leader's open behavior is encourage the exploration actions in the ideation stage and involves the result of various behaviors to achieve task; goals, risk taking, thinking out of the box, and permit errors, learned lesson (Gebert et al., 2010).

In a reflection, closing behavior supports exploitation actions in the execution stage, and consist of performing educative activities, obliging to follow rules and regulations, minimizing errors, developing routines, directing and maintain goal, and sticking to the mission of the firm (Keller & Weibler, 2015). There is a relationship that exists between leader opening and closing behavior these relationships all show optimistic and statistically result beyond the effect of the control variable (age, gender, etc.) (Alghamdi, 2018). Opening and closing behavior is significantly related to innovation performance, by distinction transformational and transactional leadership (Tuan Luu, 2017). By the merger of opening and closing behavior, great impact was seen on innovation performance (Wasilewski, 2019). Ambidextrous leadership that maintains ambidextrous organizational culture is demonstrated by leaders who use open behavior and closed behavior (Zacher et al., 2016). The collaboration of opening and closing behavior generate ambidextrous leadership and it shows great changes among employees (Tuan Luu, 2017) Ambidextrous behaviors (opening and closing) have positive effect on employee's innovation performance (Wang et al., 2020). Thus, ambidextrous leadership is expected to stimulate innovative work behavior by integrating opening behaviors, which

stimulate the creation of new ideas, with closing behaviors, which facilitate the improvement of current processes (Kousina & Voudouris, 2023).

H1: Ambidextrous leadership; leader open behavior is significantly related to employee innovation performance.

H2: Ambidextrous leadership; leader close behavior is significantly related to employee innovation performance.

Moderating association between innovation climate with ambidextrous leadership on employee innovation performance.

Every organization primarily focuses on sustainable growth (Brown, 2010). Leaders who adopt open behavior towards exploration and close behavior towards exploitation can effectively navigate their organization through crises and set them up for long term success (Gouda & Tiwari, 2024). The organizational leadership is an important element that encourage innovation which will facilitate sustainability in organization (M. Waite, 2013). Organization that possess a higher level of ambidexterity are better equipped to maintain their competitiveness and drive innovation among changing circumstances. The promotion of organizational ambidexterity as various departments and teams work together to develop innovative solutions and adapt to market changes (Aziz & Farooq, 2023). Johannessen (2009), argued that there are some other concepts which may provoke innovation performance such as, innovation climate, structure, and leadership. For the purpose of our study, innovation climate is the feature of inner atmosphere of the company that would measure in that way as to create the opportunities that motivates or encourage the employee behavior. Innovation climate portrays the attention of organization to be innovative and this is considered and very necessary to organization develop the individual motivation at work (Sarros et al., 2008). Innovation climate deals in the invention of innovative thoughts that be influenced by individual creativity (Woodman et al., 1993). Also, innovation climate creates opportunities on behavior that encourages the creation of innovative concepts but rather than execution of innovative practices into the organizations (Zaltman et al., 1973). Innovative leader must gather approaches and develop a system and climate that can facilitate innovation (Chin, 2015). Moreover, innovation climate can be accurately filled exclusively in an organization if it has strategic intentions to innovate (Prajogo & McDermott, 2011).

An innovation climate that facilitates and boost creativity and enable mistakes is mostly intended to be beneficial in customizing innovation results (Martins & Terblanche, 2003). Organizations and their management must ensure the expansion of climate in the organization that can reinforce the association between innovation leaders and innovation performance at all levels (Bledow et al., 2011). Executives and leaders must learn and implement leadership skills and climate that will help for promotion of team and organizational innovation, leadership behaviors (open and close) of executives can facilitate innovation in their companies (Zuraik, 2017).

H3: Innovation climate will boost the association between ambidextrous leadership; leader open behavior on employee innovation performance.

H4: Innovation climate will boost the association between ambidextrous leadership behavior; leader close behavior on employee innovation performance.

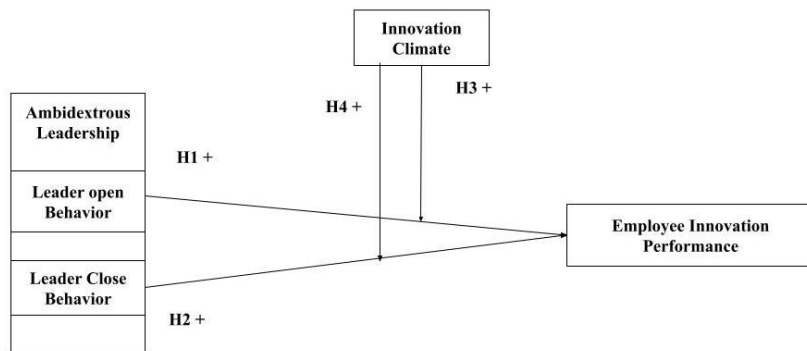


Figure 1. Theoretical Framework

RESEARCH METHODOLOGY

To test the hypothesis which was proposed in the theoretical framework various methods that were used to examine the relationship between ambidextrous leadership; leader open behavior, leader close behavior, innovation climate and employee innovation performance.

Research Design

The purpose of doing this research is to explain the phenomena addressing cause and effect ambidextrous leadership; leader open behavior, leader close behavior, innovation climate and employee innovation performance. Time and cost were the potential constraint associated in conducting this study. Therefore, this study was explanatory and cross sectional in nature, by following the deductive reasoning and epistemological-positivism research philosophy. Quantitative research techniques were applied to gather the primary source of data from the employees of banks in Quetta, Balochistan through structured approach i.e., questionnaires.

Sample and data collection:

The study design was cross-sectional based on survey questionnaire. The purpose was associated with this research study was to gather information regarding employee innovation performance. Compilation of sampling was carried out through convenience sampling method for this study. The employees belong to banking industry was targeted to form the population from which the sample was drawn. The employees of banks, including the State Bank of Pakistan and all commercial banks operating in Quetta city. Therefore, for the assurance of the reliability and validity of this study questionnaires were circulated carrying demographics, modified scales of ambidextrous leadership;

leader open behavior, leader close behavior, innovation climate, and employee innovation performance with employees of different departments employed in the banks of Quetta, Balochistan.

Instrument and Measures

This study implies structured questionnaire as a survey instrument, which was adapted by reviewing the literature. The questionnaire of this study consist of five parts started from demographics, scale of ambidextrous leadership; leader open behavior, leader close behavior, innovation climate, and employee innovation performance.

Following measures were used in this study:

Table 1 Reliability Analysis

Variable	Author	Scale Type	Items	Range	Cronbach Alpha
Ambidextrous leadership	(Zacher & Rosing, 2015)	Five point Likert Scale	14	1=agree to 5=strongly agree.	.93
Innovation Climate	(Scott & Bruce, 1994)	Five point Likert Scale	16	1=agree to 5=strongly agree.	.91
Employee Innovation Performance.	(Welbourne et al., 1998)	Five point Likert Scale	04	1= Need much improvement to 5= Excellent	.83

Reliability analysis conducted through Cronbach's Alpha showed that the scales were equitably reliable. Ambidextrous leadership; leader open behavior, leader close behavior, was measured with a fourteen items scale ($\alpha = .93$). The Cronbach's Alpha showed that the six-teen items scale for innovation climate was also reliable ($\alpha = .91$). Similarly, employee innovation performance was measured with four items scales with Cronbach's alpha value of ($\alpha = .83$) respectively. All the data of study that was gathered through questionnaires were analyzed, the model discussed in the theoretical framework section was transported to SPSS statistical software version (27) to calculate the regression weights of the relationships, as well as the correlation. The weights produced by SPSS was used to test hypotheses stated in previous sections can be retained based on their statistical significance.

RESULT AND DISCUSSION

Table 2 Participants Demographics

		Frequency	Mean	Min	Max	Std. Dev
Gender	Male	140	.3000	.00	1.00	.45941
	Female	60				
Supervisor Gender	Male	180	.1000	.00	1.00	.30075
	Female	20				
CEO Gender	Male	177	.1150	.00	1.00	.31982
	Female	23				
Industry	Banking	200	1.0100	.00	2.00	.17335
Department	Sales/Marketing	67				
	Finance/ Accounting	26				
	Human Resource Management	04				
	Operations	18	3.1400	1.00	5.00	1.80463
Size of the bank	100-500	73				
	501-5000	70	1.9200	1.00	3.00	.80426
	More than 5000	57				
Bank been in business	3-5 years	40				
	5-10 years	126	1.9700	1.00	3.00	.60906
	More than 10 years	34				

N=200

Participant demographics are summarized in Table 2. Participants' demographics were examined to characterize the sample in terms of gender, supervisor gender, CEO gender, industry, department, size of the company, and duration of the company's operation. Gender distribution indicated that the sample comprised 140 (70%) male and 60 (30%) female participants, with a mean gender score of 0.30 (SD = 0.459), suggesting a slight male predominance. Supervisor gender was predominantly male, with 180 (90%) male supervisors compared to 20 (10%) female supervisors, resulting in a mean supervisor gender score of 0.10 (SD = 0.301). Similarly, CEO gender distribution indicated a majority of male CEOs, with 177 (88.5%) male CEOs and 23 (11.5%) female CEOs, yielding a mean CEO gender score of 0.115 (SD = 0.320). Regarding industry representation, the majority of participants were from the banking industry, with 200 (100%) participants, resulting in a mean industry score of 1.01 (SD = 0.173). In terms of departmental affiliation, participants were primarily from sales/marketing (67, 33.5%), finance/accounting (26, 13%), human resources (4, 2%), management (18, 9%), and operations (85, 42.5%). Analysis of company size revealed that the sample was distributed across bank of different sizes, with 73 (36.5%) participants from banks with 100-500 employees, 70 (35%) from banks with 501-5000 employees, and 57 (28.5%) from banks with more than 5000 employees, resulting in a mean banks size score of 1.92 (SD = 0.804).

Regarding the duration of the bank operation, participants were distributed across banks that had been in business for 3-5 years (40, 20%), 5-10 years (126, 63%), and more than 10 years (34, 17%), yielding a mean duration score of 1.97 (SD = 0.609). Overall, the sample exhibited diversity across various demographic variables, providing a comprehensive representation of participants from different genders, industries, departments, bank sizes, and durations of bank operations.

Table 3: Correlation Analysis

Variables	1 LOB	2 LCB	3 IC	4 EIP
1. Leader Open Behavior (LOB)	1			
2. Leader Close Behavior (LCB)	.634**	1		
3. Innovation Climate (IC)	.620**	.913**	1	
4. Employee Innovation Performance (EIP)	.502**	.955**	.83**	1
Mean	25.15	23.65	54.49	12.55
Standard Deviation	5.744	5.754	10.508	3.164

Correlation significant at the 0.01 level (1-tailed).

N=200

The table 3 shows the Pearson correlation analysis that was conducted to examine the relationships among the variables: leader open behavior (LOB), leader close behavior (LCB), innovation climate (IC), and employee innovation performance (EIP). The results of the correlation analysis along with the means and standard deviations are summarized. The results showed that there was significant correlation between leader open behavior and leader close behavior $r = .634, p < .01$ and significant correlation among leader open behavior and innovation climate $r = .620, p < .01$. Similarly, a significant correlation was found among leader open behavior and employee innovation performance $r = .502, p < .01$. Furthermore, the correlation analysis among leader close behavior and innovation climate was found significant $r = .913, p < .01$. Additionally, leader close behavior was significantly correlated with employee innovation performance $r = .955, p < .01$. Moreover, a significant correlation found among innovation climate and employee innovation performance $r = .830, p < .01$. The means and the standard deviations for LOB, LCB, IC, and EIP were 25.15 (5.744), 23.65 (5.754), 54.49 (10.508), and 12.55 (3.164) respectively. These findings of correlation analysis highlight as expected by the theoretical framework, the importance of fostering an organizational culture that promotes both open and close leadership behaviors and cultivates a supportive climate for innovation to enhance employee innovation performance.

Table 4: Hierarchical Regression Analysis

Hypothesis	Unstandardized β	Standardized β	T	Sig.	R ²	F	Sig. (F)
1. LOB \Rightarrow EIP	.276	.502	8.159	.000	.252	66.569	.000
2. LCB \Rightarrow EIP	.525	.955	45.519	.000	.913	2072.01	.000
3. LOB*IC \Rightarrow EIP	.234	.734	15.196	.000	.538	230.929	.000
4. LCB*IC \Rightarrow EIP	.270	.918	32.507	.000	.842	1056.69	.000

(N = 200, p < .001)

Table 4 summarized the hierarchical regression analyses that examined the relationships between predictor variables i.e., ambidextrous leadership; leader open behavior (LOB), and leader close behavior (LCB), moderating variable; innovation climate (IC), and the outcome variable, Employee innovation performance (EIP).

First, hypothesis proposed the impact leader open behavior (LOB) on employee innovation performance EIP was assessed. The results revealed a significant positive relationship between LOB and EIP ($\beta = 0.276, t = 8.159, p < .001$), indicating that as the leader open behavior increases, employee innovation performance also increases. This relationship accounted for 25.2% of the variance in EIP, which was significant (F (199) = 66.569, $p < .001$)

$$EIP = \beta_0 + \beta_1(LOB)$$

$$EIP = 5.600 + 0.276(LOB)$$

This equation represents the relationship between employee innovation performance (EIP) and leader open behavior (LOB). It suggests that for every one-unit increase in leader open behavior, employee innovation performance is expected to increase by 0.276 units, holding all other variables constant.

Second, hypothesis addresses the association between leader close behavior (LCB) and employee innovation performance (EIP) was investigated. The findings demonstrated a strong positive relationship between LCB and EIP ($\beta = 0.525, t = 45.519, p < .001$), suggesting that an increase in leader close behavior was associated with higher levels of employee innovation performance. This relationship explained a substantial proportion of the variance in EIP ($R^2 = 0.913, F (199) = 2072.01, p < .001$).

$$EIP = \beta_0 + \beta_1(LCB)$$

$$EIP = 0.123 + 0.525(LCB)$$

This equation represents the relationship between employee innovation performance (EIP) and leader close behavior (LCB). It suggests that for every one-unit increase in leader close behavior, employee innovation performance is expected to increase by 0.525 units, holding all other variables constant.

Third, hypothesis reports interaction effect of leader open behavior (LOB) and innovation climate (IC) on employee innovation performance was examined. The results indicated a significant positive relationship between the interaction of LOB and IC and EIP ($\beta = 0.234$, $t = 15.196$, $p < .001$), suggesting that the moderating effect of LOB and IC influences employee innovation performance. This interaction accounted for 53.8% of the variance in EIP, which was highly significant ($F(199) = 230.929$, $p < .001$).

$$\text{EIP} = \beta_0 + \beta_1(\text{LOB}) + \beta_2(\text{IC}) + \beta_3(\text{LOB} \times \text{IC})$$

$$\text{EIP} = 0.263 + 0.276(\text{LOB}) + 0.234(\text{IC}) + 0.51(\text{LOB} \times \text{IC})$$

This equation represents the relationship between employee innovation performance (EIP), leader open behavior (LOB), innovation climate (IC), and the interaction between leader open behavior and innovation climate. It suggests that employee innovation performance is influenced by leader open behavior, innovation climate, and the interaction between leader open behavior and innovation climate.

Lastly, the fourth hypothesis addresses interaction effect of LCB and IC on EIP was analyzed. The findings showed a significant positive relationship between the interaction of LCB and IC on EIP ($\beta = 0.270$, $t = 32.507$, $p < .001$), resulting that the combined effect of LCB and IC positively influences employee innovation performance. This interaction explained a considerable proportion of the variance in EIP ($R^2 = 0.842$, $F(199) = 1056.69$, $p < .001$).

$$\text{EIP} = \beta_0 + \beta_1(\text{LCB}) + \beta_2(\text{IC}) + \beta_3(\text{LCB} \times \text{IC})$$

$$\text{EIP} = -1.177 + 0.525(\text{LCB}) + 0.270(\text{IC}) + 0.141(\text{LCB} \times \text{IC})$$

This equation represents the relationship between employee innovation performance (EIP), leader close behavior (LCB), and innovation climate (IC), including their interaction. It suggests that employee innovation performance is influenced by leader close behavior, innovation climate, and the interaction between leader close behavior and innovation climate. The results highlight the importance of both leader open behavior and close behavior and their interactions with innovation climate in predicting employee innovation performance within the organizational context.

Discussion

Innovation has received a lot of coverage in this era of digitalization, many other researches are needed to evaluate the employee innovation performance because organization are hiring innovative, creative personnel's as well as ambidexterity. The main purpose of this research is to consider the moderating impact of innovation climate as the effect of the ambidextrous leadership on employee innovation

performance. This study explore intensive side of employee innovation performance impacted by ambidextrous leadership: leader open behavior, and leader close behavior and innovation climate.

The first, hypotheses of this study was the ambidextrous leadership: leader open behavior is positively related to employee innovation performance. the analysis of this research showed that LOB is positively and significantly related to employee innovation performance. Our finding the supporting the proposition that the leader open behavior i.e., encourage the exploration actions in the ideation stage and involves the result of various behaviors to achieve task; goals, risk taking, thinking out of the box, and permit errors, learned lesson (Gebert et al., 2010), influence the employee innovation performance, and leader ambidextrous behaviors (opening) have positive effect on employee's innovation performance (Wang et al., 2020)

The second, hypotheses of this study was the ambidextrous leadership: leader close behavior is positively related to employee innovation performance. the analysis of this hypothesis showed that LCB is positively and significantly related to employee innovation performance. Our finding the supporting the proposition that the leader close behavior i.e., supports exploitation actions in the execution stage, and consist of performing educative activities, obliging to follow rules and regulations, minimizing errors, developing routines, directing and maintain goal, and sticking to the mission of the firm (Keller & Weibler, 2015) influence the employee innovation performance, and leader ambidextrous behaviors (closing) have positive effect on employee's innovation performance (Wang et al., 2020).

The third, hypotheses of this study was the moderating association of innovation climate between ambidextrous leadership: LOB and IC on EIP. The analysis of this research data showed innovation climate was positively and significantly associated with leader open behavior as well as with employee innovation performance. The forth, hypotheses of this study was the moderating association of innovation climate between ambidextrous leadership: LCB, and IC on EIP. The analysis of this research showed innovation climate is positively and significantly associated with leader close behavior as well as with employee innovation performance. Our finding the supporting the proposition that innovation climate with ambidextrous leadership; leader open behavior, and leader close behavior facilitates employee innovation performance. Innovation climate creates opportunities on behavior that encourages the creation of innovative concepts but rather than execution of innovative practices into the organizations (Zaltman et al., 1973). Innovative leader must gather approaches and develop a system and climate that can facilitate innovation (Chin, 2015).

In a conclusion, the development of an effective theoretical framework was a significant component of the current study. According to the results of the regression analysis it was significant to present a model that fits well, and also consistent with previous study. From result it also confirms that executives and leaders must learn and implement ambidextrous leadership styles, skills, and climate that will help for promotion of team and organizational innovation, leadership behaviors (open and close) of executives can facilitate innovation in their companies (Zuraik, 2017).

CONCLUSION AND POLICY IMPLICATION

The most important contribution of this study is that it evaluates the employee innovation performance with the antecedents of ambidexterity, leader open close behavior and leader close behavior as well as with employee innovation performance. This research will help the leaders, managers, specially the organizations like banks to strengthen more organizational innovation climate in order to achieve employee innovation performance. Organizations characterized by higher levels of leader open behavior are likely to experience higher levels of employee innovation performance. This suggests that organizations where leaders exhibit a greater tendency toward closed behavior also tend to foster a more conducive environment for innovation among employees. Moreover, businesses fostering a constructive and encouraging environment for innovation are prone to observe heightened levels of employee innovation performance. The findings from current research underscore the significance of both leader openness and closeness, as well as their interplay with the innovation climate, in forecasting employee innovation performance within the organizational setting. Henceforth, this research signify that organizational leadership should adopt ambidexterity practices with innovation climate to achieve effectiveness and efficiency in innovative performance of employees.

Limitations and future directions

Few limitations of the study could be dig-out, first of all the sample size (N=200), was relatively small, large sample size could strengthen the result in future. In future the study could evaluate other geographical regions. Second, this research provides a future direction in describing the relationship of ambidexterity with some other variable such as other organizational characteristics and leader's employee's behavioral and personality traits. Third, cross sectional study and convenience sampling had been used. Lastly, the result of this research relies on the sample taken from the employees of banking industry of Quetta, city, in order to analyze the construct of ambidexterity other jobs, organizations and industries in various dynamics to be evaluated in future.

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