

Analysis of The Influence of Innovation Ambidexterity on The Quality of Public Services in Government Agencies

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ABSTRACT

The low number of innovations produced by government agencies requires the presence of ambidextrous innovation to create effective and efficient innovations in public services. This study aims to analyze the direct influence of human resources, leadership, organizational structure, and organizational culture on ambidextrous innovation to further affect the quality of public services in government agencies, and examine the indirect influence of these variables on the quality of public services through ambidextrous innovation as a mediating variable. 113 public service agencies were selected as samples using purposive sampling techniques. Data were analyzed using path analysis to measure research variables' direct and indirect effects. The results showed that Organizational Structure is the only variable directly affecting Ambidextrous Innovation (p value = 0.007), while other variables do not. Ambidextrous innovation has a significant influence on the quality of public services (p-value = 0.001). In addition, only Organizational Structure significantly influences Public Service Quality through Ambidextrous Innovation as an intervening variable. This suggests that to improve the quality of public services, greater attention must be paid to developing organizational structures and processes that support innovation.



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1. Introduction

The Indonesian government is committed to providing effective, efficient, and equitable public services to answer the challenges of bureaucratic reform in the era of globalization. Public services are a measure of government performance that can be assessed directly by the public. Therefore, the quality of public services in government agencies must be the focus of attention, which must be implemented through improved service performance. The realization of a commitment to improving public services is carried out by presenting innovations in various sectors. These innovations must answer the community's needs for faster, easier, better, and cheaper services. With innovation, government agencies are expected to provide the best services that have implications for improving the community's welfare. The need for innovation in local government administration from the management strategy perspective is part of the agency's efforts to exploit and explore new opportunities in achieving innovation ambidexterity. The main goal of ambidextrous organizations is to create competitive advantage and improve future performance (Luu et al., 2017; Sari, 2017).

Ambidexterity is a new concept in organizational dynamics. Ambidexterity is defined as a way to leverage information creation and accumulation from exploration and exploitation processes to optimize organizational effectiveness and efficiency (Farzaneh et al., 2022a; Luu et al., 2017b; Mu et al., 2022; Papachroni & Heracleous, 2020; Schnellbacher & Heidenreich, 2020; Zhang et al., 2019). The ambidexterity variable, namely, exploitation and exploration, is one of the innovation strategies (He & Wong, 2004). Exploitative innovation strategies show innovation activities based on existing knowledge, while explorative innovation strategies show innovation activities where the focus is on creating new knowledge. These two things will be categorized as exploitation and exploration (Schulze et al., 2008) and have a significant positive effect on the realization of innovation (Tian et al., 2020) and encourage organizations to improve their performance (Cenamor et al., 2019; Delly Nofiani et al., 2020; Nurwendi & Haryadi, 2022). Therefore, organizations that successfully create a balance between the two will perform better in the short and long term (Zhang et al., 2019).

Most of the previous research on innovation ambidexterity still focuses on private institutions. In contrast, government agencies play an important role in improving their performance by balancing exploitation and exploration innovation in the public sector. Such innovation refers to significant changes to organizational performance rather than new changes in the context of competition with other organizations (Bloch & Bugge, 2013). Other benefits of creating innovation in the public sector include: 1) improved efficiency, quality, and user satisfaction with services provided; 2) social outcomes, such as quality and safety; and 3) trust (Kelly et al., 2004). Innovation in the public sector also plays an important role in improving the quality of public services (Demircioglu & Audretsch, 2017).

The problem related to innovation in government agencies is the lack of innovation creation (Boukamel & Emery, 2017). However, government agencies still need to engage in exploitation and exploratory innovation for significant changes in their agencies (Kouadio et al., 2021). Government agencies without innovation will result in the organization becoming less developed, and its performance will always be in the public spotlight, with criticism and apathy for the institution itself. The state of innovation in Indonesia also faces significant challenges. Although its ranking in the 2024 Global Innovation Index (GII) has improved to 54th out of 133 countries, the rate of innovation growth is still slower than that of Vietnam and the Philippines, especially in the education sector (ranked 122nd), worker knowledge (ranked 120th), and knowledge creation (ranked 120th) (Rustiadi, 2024). These sectors are important in building a sustainable and competitive innovation ecosystem. The lag in the education sector reflects the low quality of human resources, which can impact the lack of a highly skilled workforce. Similarly, a low ranking in the knowledge aspect of workers

indicates that the capacity of the workforce to adopt and develop innovations is still limited. Meanwhile, low knowledge creation indicates Indonesia's lack of contribution in producing research-based innovations that can be commercialized and compete globally.

Government agencies, as organizers of public services in the regions, are carried out by Regional Work Units, namely regional government agencies that are responsible to the governor/regent/mayor in the context of government administration consisting of regional secretaries, regional offices, and regional technical institutions, sub-districts, and pamong praja police units according to regional needs. These agencies have different abilities in creating exploitation and exploration innovations to improve public services. This is also shown in government agencies in Bogor Regency. Although Bogor Regency has successively obtained the Innovative Government Award title as one of the most innovative regencies in Indonesia in 2020-2021, the contribution of innovation from each agency still shows a fluctuating and uneven trend.

Data on regional innovation participants from government agencies in 2018-2021 in Bogor Regency shows that innovations organized by regional apparatus organizations and sub-districts as part of regional work units are still relatively low compared to puskesmas, which are units of the health service that are tasked with implementing health services at the community level. This needs to be a concern, considering that most of the responsibility for improving the quality of public services lies with regional apparatus organizations (OPD) and sub-districts. (Nasution & Hotmaria, 2021).

Table 1 Achievement of innovation products based on participants in 2018 - 2021 in Bogor District

Participants	2018	2019	2020	2021
Regional Devices	0	11	12	39
District	0	0	14	23
Village	0	10	5	12
Health Center	0	30	57	67
Total	0	51	88	141

Source: Bogor Regency Regional Innovation Survey, 2021

The results of the preliminary study at Bappedalitbang Bogor Regency, the leader and facilitator of regional innovation, also show a comparison of the number of innovation achievements from participants in government agencies, which are almost the same. Regional innovation data for the Bogor Regency's 2022 consists of 20 innovations from the regional and sub-district apparatus, 16 from villages, and 40 from community health centers. This condition needs to be the focus of attention to know the factors that influence the creation of innovation in the agency concerned, so that efforts to improve public services do not experience obstacles.

Several factors can cause the ability to create innovation ambidexterity in government agencies. Previous studies show that human resources (Farzaneh et al., 2022b; Sharma, 2016), leadership (Luu et al., 2017b; Mansyur & Almahendra, 2018; Palm & Lilja, 2017; Triono & Kurniawan, 2019), organizational structure (Cannaerts et al., 2016; Farzaneh et al., 2022b; Kusumastuti & Safitri, 2016; Qammar & Abidin, 2020), organizational structure (Cannaerts et al., 2016; Farzaneh et al., 2022b; Kusumastuti & Safitri, 2016), and organizational culture (Palm & Lilja, 2017) have a significant effect on innovation ambidexterity. Leadership style can affect performance innovation directly or through the mediation of dynamic ambidexterity (Triono & Kurniawan, 2019). Implementing ambidexterity requires strong commitment and resources (Sharma, 2016). Employees who engage in simultaneous exploration and exploitation activities will have innovative work behavior (Caniëls & Veld, 2016). It is further

revealed that employees' innovative performance will be high if exploration and exploitation are implemented together with high intensity (Caniëls & Veld, 2016). Organizational structure is identified with centralized decisions, formal processes, and divisional specialization (Cannaerts et al., 2016). This factor will increase the agency's potential through the rapid management of all available resources to meet the needs of the target (Farzaneh et al., 2022). Furthermore, an organizational culture where employees have strong self-confidence will encourage the achievement of ambidexterity in the organization (Palm & Lilja, 2017).

Government agencies that achieve innovation ambidexterity will affect the improvement of public service performance. Empirical evidence from previous research shows that innovation ambidexterity mediates the organization's ability to improve its performance (Delly Nofiani et al., 2020; Nurwendi & Haryadi, 2022). Moreover, obtain greater profits by exploiting existing products and markets (Adiwijaya et al., 2020). Innovation ambidexterity positively affects corporate excellence (Palm & Lilja, 2017). Therefore, government agencies must strive to create innovation ambidexterity to improve organizational performance in public services. The ambidexterity approach to innovation at the organizational level, which has been successfully carried out in the private sector, has not been widely studied in government agencies, especially in regional work units in the context of its direct influence on improving agency performance in providing public services. Findings show that focusing on public sector organizations is a new approach (Smith, E. and Umans, 2015) and is rarely done in ambidexterity research (Cannaerts et al., 2016). However, it is helpful to gain more insight into how organizational structure affects the balance between exploitation and exploration in different contexts (Joyce, 2015). This is a challenge for researchers adopting the ambidexterity approach of innovation in governance to meet the needs of society. The achievement of ambidexterity of innovation in government agencies is in line with policies that support the implementation of good governance in public service management, including speed, accuracy, convenience, and fairness.

1.1. Innovation Ambidexterity in Government Agencies

Exploitation in public organizations is directed at fulfilling services according to the needs of the main users of services (Bryson et al., 2008). Following this, exploitation is implemented by using available resources for public services (Gershon, 2004). Exploitation measures can be carried out by reducing the number of inputs (e.g. people or assets) for the same output; lower prices for resources needed to produce the same output; creating additional outputs or improving quality for the same inputs; creating additional outputs or improving quality when only increasing inputs by a smaller ratio; changing the balance between different outputs with the same purpose so that the organization's output increases for the same input (Gershon, 2004).

Exploration in public organizations is used to create new products and services that meet user demands (Bryson et al., 2008). Seven types of innovation that can be implemented in public organizations include: 1) Product innovation i.e. new or improved cultural, arts or crafts products or services; 2) Process innovation i.e. innovations in the process of production, preparation and delivery of cultural, arts and crafts products and services; (3) Organizational innovation i.e. new or improved management and organizational instruments; (4) Marketing innovation i.e. new or improved marketing tools and dissemination of cultural content; 5) Functional innovation i.e. new types of effects with the application of goods or services; (6) Cultural innovation i.e. new or significantly changed cultural (organizational) elements; 7) Perceptual innovation i.e. new or improved methods of influence on audience perception of cultural content. Sometimes the category also includes technological innovations in products, services, and production processes (Lewandowski, 2015). Research on public organizations (Cannaerts et al., 2016) shows that ambidexterity differs from private organizations, so it can

be concluded that there is no pure ambidexterity. Exploitation is not an end but a way to implement the organization's exploration activities. In addition, exploratory activities are a way to make organizations more efficient, where efficiency suffers from financial and structural barriers. However, technology can significantly influence efficiency.

There are several similarities and differences between previous research and the research to be conducted. Previous research has similarities with the research to be carried out, namely, analyzing influential factors in efforts to achieve innovation ambidexterity in public organizations (government agencies). In comparison, the difference between the research conducted and previous research lies in the research method and variables that affect innovation ambidexterity. The research method used in previous research was a qualitative method with a case study approach, while in this study, we used quantitative methods with descriptive statistics. This research also examines factors thought to be influential in efforts to achieve innovation ambidexterity to improve the quality of public services that have never been tested before. In addition, the research also combines several variables that determine the ambidexterity of innovation that have been tested previously in the private sector quantitatively, with qualitative findings in public organizations.

Determinant factors of innovation ambidexterity include human resources (Farzaneh et al., 2022b; Sharma, 2016), ambidexterous leadership (Mansyur & Almahendra, 2018; Nemanich, L. A. and Vera, 2009; Palm & Lilja, 2017; Triono & Kurniawan, 2019), organizational structure (Cannaerts et al., 2016; Farzaneh et al., 2022b; Kusumastuti & Safitri, 2016; Qammar & Abidin, 2020), and organizational culture (Palm & Lilja, 2017) have a significant effect on innovation ambidexterity. Determinant factors on innovation ambidexterity from the research results (Palm & Lilja, 2017) are widely cited in this study because, in addition to having the same research object, namely public organizations, it is also considered comprehensive.

1.2. Framework and Hypothesis

Changes in the environment and the increasingly high demands of society for efficient and effective public services are an impetus to renew and improve the management of internal systems and processes for government agencies (regional work units). The creation of ambidexterity innovations in organizations is the answer to these public demands. Organizational ambidexterity refers to the organization's expertise in balancing efficient and adaptive activities. Previous studies suggest that innovation ambidexterity is critical to organizational survival due to the complexity of the two extreme ambidexterity activities in organizations (Gibson, 2004; Sale, 1980), which has a positive effect on organizational success (Paulina Junni et al., 2013) and encourage organizations to improve their performance (Delly Nofiani et al., 2020).

Some factors have an indirect effect on improving the quality of public services in government agencies mediated by the ambidexterity of innovation, namely human resources (Farzaneh et al., 2022; Sharma, 2016), ambidexterous leadership (Mansyur & Almahendra, 2018; Nemanich, L. A. and Vera, 2009; Palm & Lilja, 2017; Triono & Kurniawan, 2019), organizational structure (Cannaerts et al., 2016; Farzaneh et al., 2022; Kusumastuti & Safitri, 2016; Qammar & Abidin, 2020), and organizational culture (Palm & Lilja, 2017). Through ambidexterity of innovation, it will create an increase in the competitiveness and adaptability of government agencies in the face of environmental changes, encourage innovation and creativity in decision making and action, create synergy and collaboration between various units and stakeholders in government agencies, improve the quality and variety of public services provided to the community and help meet the demands and expectations of the public for good public services. Therefore, it is necessary to analyze both the factors that indirectly

affect the quality of public services and the direct effect of ambidexterity of innovation on the quality of public services. Increase efficiency and effectiveness in public services.

Based on this explanation, the research framework can be made as follows:

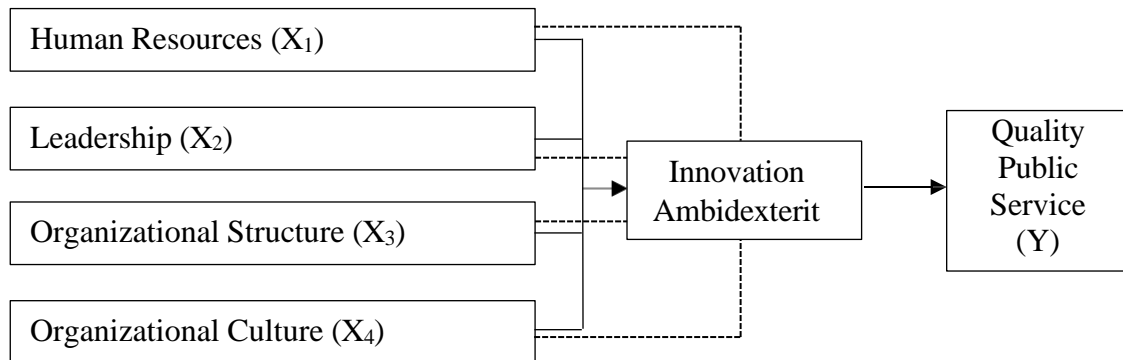


Image 1: Framework of Thought

Hypothesis

- H₁ : Direct influence between Human Resources (X₁) and Innovation Ambidexterity (M) in regional work units.
- H₂ : Direct influence between Leadership (X₂) and Innovation Ambidexterity (M) in regional work units.
- H₃ : Direct influence between Organizational Structure (X₃) and Innovation Ambidexterity (M) in regional work units.
- H₄ : Direct influence between Organizational Culture (X₄) and Innovation Ambidexterity (M) in regional work units.
- H₅ : The direct effect of Innovation Ambidexterity (M) on Public Service Quality (Y) in regional work units.
- H₆ : Indirect influence between Human Resources (X₁) on Public Service Quality (Y) through Innovation Ambidexterity (M) in regional work units.
- H₇ : Indirect influence between Leadership (X₂) on Public Service Quality (Y) through Innovation Ambidexterity (M) in regional work units.
- H₈ : Indirect influence between Organizational Structure (X₃) on Public Service Quality (Y) through Innovation Ambidexterity (M) in regional work units.
- H₉ : Indirect influence between Organizational Culture (X₄) on Public Service Quality (Y) through Innovation Ambidexterity (M) in regional work units.

2. Methods

This research was conducted in June-October 2024 in 113 Bogor Regency Government Agencies. Samples were taken based on specific considerations (purposive sampling), namely, agencies that carry out public services to the public in Bogor Regency. This research uses a quantitative descriptive approach with a survey method, which is carried out for 1 month. Primary data were obtained from online questionnaires (Google Forms), while secondary data were obtained from literature studies (Public Satisfaction Index Reports, books, journals, articles, etc.). The validity test results show that all statement items consisting of 12 statements of Human Resources variables, 10 of Leadership variables, nine of Organizational Structure variables, five of Organizational Culture variables, and six of Innovation Ambidexterity variables are valid. The results of the reliability test of all statements on each variable show reliable, consisting of the Human Resources variable with a Cronbach's Alpha value of 0.955, the Leadership variable with a Cronbach's Alpha value of 0.973, the Organizational Structure

variable with a Cronbach's Alpha value of 0.978, the Organizational Culture variable with a Cronbach's Alpha value of 0.953 and the Innovation Ambidexterity variable with a Cronbach's Alpha value of 0.979. Data analysis was carried out using SPSS 27.0, which included descriptive statistical analysis, classical assumption tests, and 3.7.3. Hypothesis Testing with Path Analysis.

3. Results and Discussion

3.1. Results

3.1.1. Descriptive Statistical Analysis

Table 2 Characteristics of Respondents Based on Agency, Education, and Length of Service

Variables	Total	Percentage (%)
1. Instance		
Regional Work Units	14	12,4
Health Center	17	15,0
District	13	11,5
School	14	12,4
2. Education		
HIGH SCHOOL	2	1,8
D3	23	20,4
D4	5	4,4
S1	59	52,2
S2	21	18,6
S3	3	2,7
3. Length of Service		
0-10 years	45	39,8
11-20 years	43	38,1
21-30 years old	19	16,8
Above 30 years old	6	5,3
Total	113	100

Source: Data Processed SPSS 27, 2024

Based on Table 2, the distribution of respondents from various agencies shows a fairly even variation. Most respondents came from Puskesmas (15,0%), followed by regional work units and schools at 12,4% each, and sub-districts at 11,5%. The data shows that this study involved respondents from various sectors relevant to public services. This is important because innovation in public services can vary between agencies. Each agency has a different approach to innovation in addressing the problems and needs in its working area.

Furthermore, such diversity will provide broad insights into applying innovation ambidexterity in various public service contexts. The education level of respondents from Table 6 shows that the majority are Bachelor's Degree (S1) with 52,2%, followed by Diploma 3 (D3) with 20,4%, and Master's Degree (S2) with 18,6%. This means that most respondents have a relatively high level of education, which has implications for the understanding and implementation of concepts relevant to this study. Higher education can contribute to an individual's ability to integrate exploration and exploitation in innovation as the core of ambidexterity. Highly educated respondents also tend to be more open to change and more able to adopt new practices that can improve the quality of public services.

Regarding length of work (Table 6), respondents who worked for 0-10 years had the most significant percentage at 39,8%, followed by those who worked for 11-20 years at 38,1%. Furthermore, respondents with work experience of 21-30 years amounted to 16.8%, and those who worked for more than 30 years only amounted to 5,3%. The data shows that this study involved respondents with diverse experiences, from those who are just starting their careers to those who are very experienced. Longer work experience may provide a more mature perspective on the challenges and opportunities in implementing innovation. Conversely, respondents with less work experience may be more adaptive to new technologies and innovative methods. This combination is important for understanding how innovation ambidexterity can be effectively implemented in different career stages.

3.1.2. Classical Assumption Test

3.1.2.1. Normality Test

A good regression model has a normal residual distribution. This study uses the Kolmogorov-Smirnov test because the number of samples is more than 100. The normality test results in Table 3 show a sig value of 0,079 > 0,05, which means the data is usually distributed.

Table 3 Data normality test of research variables

No.	Research Variables	Normal Parameters		Asympt. Sig (2-tailed)
		Mean	Standard Deviation	
1	Human Resources (X ₁)			
2	Leadership (X ₂)			
3	Organizational Structure (X ₃)			
4	Organizational Culture (X ₄)	,0000000	4,22620488	0,200
5	Innovation Ambidexterity (M)			
6	Public Service Quality (Y)			

Sumber: Data diolah dengan SPSS 27, 2024

3.1.2.2. Multicollinearity Test

Table 4 Multicollinearity test of research variable data

No	Research Variables	Sig.	Collinearity Statistics	
			Tolerance	VIF
1	Human Resources (X ₁)	0,156	0,541	1,847
2	Leadership (X ₂)	0,680	0,162	6,168
3	Organizational Structure (X ₃)	0,007	0,118	8,482
4	Organizational Culture (X ₄)	0,156	0,541	1,847
5	Innovation Ambidexterity (M)	0,001	0,374	2,675

Source: Data processed with SPSS 27, 2024

The multicollinearity test uses the Variance Inflation Factor (VIF) and Tolerance. VIF value > 10 and Tolerance value < 0,10 indicates multicollinearity. The test results from Table 4 show the Tolerance and Variance Inflation Factor (VIF) values for each variable consisting of Human Resources (X₁) with a Tolerance value of 0,541 and a VIF of 1,847, Leadership (X₂) with a Tolerance value of 0,162 and a VIF of 6,168, Organizational Structure (X₃) with a Tolerance value of 0,118 and a VIF of 8,482, and Organizational Culture (X₄) with a Tolerance value of 0,196 and a VIF of 5,103 and Innovation Ambidexterity (M) with a Tolerance value of 0,374 and a VIF of 2,675. This means that all variables do not experience multicollinearity problems, namely the Tolerance value > 0,10 and the VIF value < 10,00. All

variables do not experience significant multicollinearity problems because the Tolerance value > 0,10 and the VIF value < 10,00.

3.1.2.3. Heteroscedasticity Test

The heteroscedasticity test in this study uses the Glejser test. If the significance value > 0.05, there is no heteroscedasticity, and vice versa. The results of the heteroscedasticity test from Table 5 show that the variable Human Resources (X₁) has a Sig. value of 0,074, Leadership (X₂) with a Sig. value of 0,089, Organizational Structure (X₃) with a Sig. value of 0,275, and Organizational Culture (X₄) with a Sig. value of 0.202 and Innovation Ambidexterity (M) with a Sig. value of 0,742. Thus, all variables do not have heteroscedasticity problems because the Sig value > 0,05.

Table 5 Heteroscedasticity test of research variable data

No	Research Variables	Sig.
1	Human Resources (X ₁)	0,074
2	Leadership (X ₂)	0,089
3	Organizational Structure (X ₃)	0,275
4	Organizational Culture (X ₄)	0,202
5	Innovation Ambidexterity (M)	0,742

Source: Data processed with SPSS 27, 2024

3.1.3. Hypothesis Test

3.1.3.1. Direct Influence Between Variables of Human Resources, Leadership, Organizational Structure, Organizational Culture on Innovation Ambidexterity

Table 6 Results of t test of various variables on innovation ambidexterity

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	β	Std. Error	Beta		
Human Resources (X ₁)	0,077	0,054	0,114	1,428	0,156
Leadership (X ₂)	0,039	0,094	0,061	0,414	0,680
Organizational Structure (X ₃)	0,319	0,116	0,472	2,756	0,007
Organizational Culture (X ₄)	0,227	0,153	0,197	1,483	0,141

a. Dependent Variable: Ambidexterity Innovation

Source: Data processed with SPSS 27, 2024

The t-test results from Table 6 show that all variables have a sig value > 0 and only the Organizational Structure variable (X₃) has a sig value < 0,05 (0,0007). This means that the variables of Human Resources (X₁), Leadership (X₂), and Organizational Culture (X₄) have no significant effect (H₁, H₂, and H₄ are rejected), and only Organizational Structure (X₃) has a significant effect (H₃ is accepted) on Innovation Ambidexterity (M). However, the results of the F test in Table 7 show that all variables together have a significant effect on Innovation Ambidexterity (M) (F = 45,237, p < 0,001).

Table 7 F Test results of various variables on innovation ambidexterity

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3376,620	4	844,155	45,237	0,000 ^b
	Residual	2015,380	108	18,661		
	Total	5392,000	112			

a. Dependent Variable: Ambidexterity Inovasi

b. Predictors: (Constant), HR, Leadership, Organizational Structure, Organizational Culture

Source: Data processed with SPSS 27, 2024

From Table 8, it is known that the variables of Human Resources, Leadership, Organizational Structure, and Organizational Culture can explain 62,6% of the variability in innovation ambidexterity. The Adjusted R Square of 0,612 indicates that this model remains robust after adjusting for the number of predictors used. Std. Error of the Estimate of 4,320 indicates the standard error of the model estimate. Overall, this model has good predictive ability in explaining innovation ambidexterity.

Table 8 Determination test results of various variables on innovation ambidexterity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,791 ^a	0,626	0,612	4,320

a. Predictors: (Constant), HR, Leadership, Organizational Structure, Organizational Culture

Source: Data processed with SPSS 27, 2024

3.1.3.2. Direct Effect of Innovation Ambidexterity Variables on Public Service Quality

Table 9 T Test results of various variables on public service quality

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
Human Resources (X ₁)	-0,003	0,055	-0,007	-0,055	0,956
Leadership (X ₂)	-0,110	0,094	-0,251	-1,163	0,247
Organizational Structure (X ₃)	0,027	0,120	0,060	0,229	0,819
Organizational Culture (X ₄)	0,106	0,154	0,136	0,685	0,495
Innovation Ambidexterity (M)	0,317	0,096	0,467	3,291	0,001

a. Dependent Variable: Kualitas Pelayanan Publik

Source: Data processed with SPSS 27, 2024

Table 9 shows that the Innovation Ambidexterity variable (M) has a sig value < 0,05 (0,001). This means that the Innovation Ambidexterity variable (M) significantly affects public service quality (H5 accepted). Furthermore, the results of the F test in Table 8 show that all variables have a significant effect together on the Quality of Public Services (Y) (F = 5,195, p < 0,001).

Table 10 F Test Results various variables on public service quality

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	485,619	5	97,124	5,195	0,000 ^b
	Residual	2000,410	107	18,695		
	Total	2486,030	112			

a. Dependent Variable: Kualitas Pelayanan Publik

b. Predictors: (Constant), HR, Leadership, Organizational Structure, Organizational Culture, Innovation Ambidexterity

Source: Data processed with SPSS 27, 2024

The R Square value in Table 11 shows that the five predictor variables can explain 19.5% of the variability in public service quality. The Adjusted R Square of 0,158 indicates that despite minor adjustments, the model still explains a small portion of the variability in public service quality. The Standard Error of the Estimate of 4,324 indicates the standard error of the model estimation. Overall, the model has moderate predictive ability in explaining public service quality.

Table 11 Determination test results of various variables on public service quality

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,442 ^a	0,195	0,158	4,324

a. Predictors: (Constant), HR, Leadership, Organizational Structure, Organizational Culture, Innovation Ambidexterity

Source: Data processed with SPSS 27, 2024

3.1.3.2. Indirect Influence Between Human Resources Variables, Leadership, Organizational Structure, Organizational Culture on Public Service Quality through Innovation Ambidexterity as a Mediating Variable

a. Indirect Influence of Human Resources (X_1) on Public Service Quality (Y) through Innovation Ambidexterity (M) in Regional Work Units

Based on the Beta and Standard Error values in Table 9, the Coefficient of Human Resources (X_1) on Public Service Quality (Y) through Innovation Ambidexterity (M), and the Table 6 Coefficient of Human Resources (X_1) on Innovation Ambidexterity (M) into the Sobel equation, the t_{count} value = 1,258 is obtained. The t_{count} value (1,258) is smaller (<) than t_{table} 1,983, so H_6 is rejected and H_0 is accepted, which means that Human Resources (X_1) has no significant effect on Public Service Quality (Y) through Innovation Ambidexterity (M). Increasing the capacity and competence of human resources alone may not improve the quality of public services if it is not supported by other more influential factors, such as organizational policies, infrastructure, or a more integrated culture of innovation. Therefore, a more comprehensive approach is needed to ensure that innovation can strengthen the relationship between human resources and public service quality.

b. Indirect Influence of Leadership (X_2) on Public Service Quality (Y) through Innovation Ambidexterity (M) in Regional Work Units

Based on the Beta and Standard Error values in Table 9, Coefficient Leadership (X_2) on Public Service Quality (Y) through Innovation Ambidexterity (M), and Table 6, Coefficient Leadership (X_2) on Innovation Ambidexterity (M) into the Sobel equation, the t_{count} value =

0,393 is obtained. The t_{count} value (0,393) is smaller ($<$) than t_{tabel} 1,983, so H_7 is rejected and H_0 is accepted, which means that Leadership (X_2) has no significant effect on Public Service Quality (Y) through Innovation Ambidexterity (M). These findings suggest that organizations cannot rely solely on leadership that encourages ambidextrous innovation to improve the quality of public services. Other approaches or additional factors are needed to mediate the relationship between leadership and public service quality.

c. Indirect Influence of Organizational Structure (X_3) on Public Service Quality (Y) through Innovation Ambidexterity (M) in Regional Work Units

Based on the Beta and Standard Error values in Table 9, Coefficient of Organizational Structure (X_3) on Public Service Quality (Y) through Innovation Ambidexterity (M), and Table 6, Coefficient of Organizational Structure (X_3) on Innovation Ambidexterity (M) in the Sobel equation, the t_{count} value = 2.055 is obtained. The t_{count} value (2.055) is greater ($>$) than t_{tabel} 1,983, then H_8 is accepted and H_0 is rejected, which means that the Organizational Structure (X_3) has a significant effect on Public Service Quality (Y) through Innovation Ambidexterity (M). Proper design and arrangement of organizational structures can foster an organization's ability to simultaneously explore and exploit innovation and positively impact the quality of services provided to the public. These findings emphasize the importance of considering structural aspects in public organizations to facilitate and maximize the potential for innovation so that services to the public can be improved effectively and efficiently.

d. Indirect Influence of Organizational Culture (X_4) on Public Service Quality (Y) through Innovation Ambidexterity (M) in Regional Work Units

Based on the Beta and Standard Error values in Table 9, Coefficient of Organizational Culture (X_4) on Public Service Quality (Y) through Innovation Ambidexterity (M), and Table 6, Coefficient of Organizational Culture (X_4) on Innovation Ambidexterity (M) in the Sobel equation, the t_{count} value = 1,304 is obtained. The t_{count} value (1,304) is smaller ($<$) than t_{tabel} 1,983, so H_9 is rejected and H_0 is accepted, which means that Organizational Culture (X_4) has no significant effect on Public Service Quality (Y) through Innovation Ambidexterity (M). These findings suggest that to improve Public Service Quality, organizations cannot rely solely on developing an Organizational Culture that encourages Ambidextrous Innovation.

3.2. Discussion

The results showed that human resources' direct contribution to public service quality was insignificant. This finding does not align with previous studies, which state that human resources play an important role in corporate innovation (Schulze et al., 2008) and ambidextrous employees tend to be more innovative (Birkinshaw & Gibson, 2004). Ambidextrous behavior and human resource practices that support organizational agility can enhance innovative performance (Caniëls & Veld, 2016; Zacher & Rosing, 2015). The results of this study also contradict research that states the importance of human capital and ambidextrous behavior in improving the efficiency and effectiveness of public organizations (Crupi et al., 2020; Kouadio et al., 2021; Luu et al., 2017). However, this study shows that the direct impact of human capital on public service quality was not found, implying the need for further exploration of indirect pathways or mediating variables that may play a role.

The study also shows no direct influence between the Leadership variable and Public Service Quality. This finding does not align with previous research, which shows that leadership plays an important role in achieving organizational ambidexterity and supporting innovation. Previous studies state that effective leadership supports the process of ambidexterity in organizations (Birkinshaw & Gibson, 2004; Jansen et al., 2007). Other

studies also show that a good leadership style positively affects ambidexterity and innovation capabilities (Mansyur & Almahendra, 2018; Nemanich, L. A., and Vera, 2009; Triono & Kurniawan, 2019). Organizational leaders who create a conducive work environment and support innovation are considered significant in improving employee performance (Lawton & Weaver, 2010; Musyafa, 2015; Soken & Barnes, 2014). Transformational leadership style, for example, is proven to inspire and motivate subordinates to achieve results that exceed expectations, encouraging ambidextrous behavior among employees (Bertocci, 2009; Soken & Barnes, 2014).

The results also show that the direct contribution of leadership to public service quality is not significant, in contrast to previous studies that show a positive relationship between leadership and innovation ambidexterity (García-Morales et al., 2008; Zacher & Wilden, 2014). This research contradicts previous studies that emphasize the importance of leadership style in creating an organizational climate that supports innovation and employee performance (Kouadio et al., 2021; Qammar & Abidin, 2020). Further findings show that the organizational structure variable does not directly influence public service quality. This result contradicts the results of previous studies, which show that organizational structure affects innovation ambidexterity and organizational performance. The study states that a decentralized organizational structure can stimulate bottom-up thinking, encourage innovation, and increase efficiency through exploration and exploitation (Cannaerts et al., 2016). A more flexible and non-hierarchical structure can also increase the organization's capacity to absorb new knowledge and innovation (Duodu & Rowlinson, 2019). Other studies have found that a higher organizational structure can support knowledge flow and the ability to innovate (Hoang Thanh Nhon et al., 2020).

Other research results state that organizational structure has no significant effect directly on the quality of public services. This could be caused by other external factors that affect the quality of public services more than the organizational structure itself. As revealed by previous research, highly formal or centralized organizational structures tend to focus more on exploitation and efficiency, with little room for innovation, which may explain the lack of direct impact on improving the quality of public services (Cannaerts et al., 2016).

The statement from the research results also shows that there is no direct influence of the Organizational Culture variable on Public Service Quality. This finding is inversely proportional to previous research, which shows the importance of organizational culture in achieving innovation ambidexterity. A culture that supports risk and error taking can facilitate exploration and innovation in the organization (Palm & Lilja, 2017). However, in the context of public services, other factors may be more dominant in determining service quality, such as available resources that affect operational efficiency and effectiveness, rather than solely organizational culture. Therefore, although organizational culture can encourage innovation, its impact on the quality of public services was not shown to be directly significant in this study.

The study results, which state that there is a direct influence of the Innovation Ambidexterity variable on the Quality of Public Services, align with previous research, which emphasizes the importance of innovation ambidexterity in improving organizational performance. Studies argue that ambidexterity is essential for organizational survival because it allows organizations to balance exploration and exploitation (Birkinshaw & Gibson, 2004). Other research (Nofiani, 2020; Nurwendi & Haryadi, 2022) also shows that innovation ambidexterity can improve organizational performance and provide greater profits through efficiency and discovering new opportunities. Thus, innovation ambidexterity, which includes the ability to exploit and explore simultaneously, contributes significantly to improving the

quality of public services, as also explained by previous research that shows the positive influence of ambidexterity on marketing performance and overall organizational success.

4. Conclusion

Based on the research and discussion results, it can be concluded that there is no significant direct influence between the variables of Human Resources, Leadership, and Organizational Culture on Innovation Ambidexterity in regional work units ($p\text{-value} > 0,05$). Only the Organizational Structure variable has a direct partial effect ($p\text{-value} = 0,007$). However, all variables simultaneously influence Innovation Ambidexterity (M) in regional work units ($p\text{-value} = 0,000$). The Innovation Ambidexterity variable affects the Quality of Public Services in regional work units ($p\text{-value} = 0,001$). In addition, the variables of Human Resources, Leadership, and Organizational Culture have no significant effect on Public Service Quality through Innovation Ambidexterity with a t_{count} value smaller than $t_{\text{tabel}} 1,983$. Only the Organizational Structure variable significantly affects Public Service Quality through Innovation Ambidexterity as an intervening variable with a t_{count} value (2,055) greater than $t_{\text{tabel}} 1,983$.

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