

The Role of Work Engagement and Employee Innovative Behavior in Mediating The Effect of Corporate University Components on Employee Performance in Indonesian Palm Oil Private Companies

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Abstract: *Indonesia is the world's largest palm oil producer. Palm oil companies in Indonesia tend to experience declining performance in terms of both production and finances. Of the many companies that have suffered losses, those that have implemented corporate universities in 2023 have actually seen an increase in profits. This study seeks to analyze the influence of corporate university components in the form of knowledge management, learning organization, and ambidextrous leadership on employee performance through work engagement and employee innovative behavior. This is a quantitative study using a survey with samples collected by distributing questionnaires directly to eligible palm oil employees. Data analysis was performed using Smart PLS-4. The results show that learning organization and ambidextrous leadership influence work engagement. The results also show that knowledge management, learning organization, and ambidextrous leadership influence employee innovative behavior. The study also shows that work engagement and employee innovative behavior influence employee performance. There is also an influence of learning organization and ambidextrous leadership on employee performance through work engagement. There is also an influence of knowledge management, learning organization, and ambidextrous leadership on employee performance through employee innovative behavior. However, work engagement does not have a significant influence on employee innovative behavior.*

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Introduction

Indonesia is the world's largest palm oil producer. The Indonesian Palm Oil Association (GAPKI) recorded that Crude Palm Oil (CPO) production in 2023 reached 50.07 million tons, an increase of 7.15 percent from 46.73 million tons in 2022. This commodity is Indonesia's main export to foreign countries, as it contributes Rp 600 trillion per year to the country's foreign exchange reserves, surpassing the contribution of oil and gas, which is only around Rp 200 trillion per year. Cement exports have increased in volume since Covid-19, but their value has declined in 2023. This decline in value is due to the global decline in palm oil prices. This large production is also due to the extensive palm oil plantations in Indonesia. Palm oil has become one of the leading sectors in Indonesia's agricultural industry, producing crude palm oil (CPO) and palm kernel oil (PKO), which is obtained from the processing of fresh fruit bunches (FFB) of oil palm. Additionally, palm oil can also serve as a new energy source (Arifandy, Cynthia, Mutaqqin & Nazarudin, 2021). In terms of labor absorption, the palm oil industry is estimated to employ 16.2 million workers, making it one of the pillars of Indonesia's economy (Antaranews, 2023).

With exports contributing more than USD 39 billion, palm oil has become the backbone of Indonesia's non-oil and gas primary sector foreign exchange earnings. This value far exceeds that of other primary agricultural commodities such as rubber and cocoa. However, behind this success, the palm oil plantation industry, especially large companies, faces internal challenges in the form of managerial stagnation, mismatched expectations of the new generation of workers, and limited career development paths for white-collar workers in regional and central offices.

Therefore, attention to professional human resource management especially for regional and central office employees (white-collar workers) is not only an internal issue, but is closely related to the sustainability of Indonesia's palm oil industry competitiveness on a global scale. Market expansion, sustainability demands, and pressure for production efficiency amid global price fluctuations cannot be addressed solely through technology and physical infrastructure, but also through reforming employee development systems, organizational governance, and the formation of an adaptive human capital architecture.

Technological developments have led to the emergence and growth of a digital generation in Indonesia's palm oil industry. Saputra (2020), in his journal article

entitled *Considering the Presence of Millennials in Human Resource Planning: A Case Study of Indonesian Palm Oil Companies*, states that the characteristics of the digital generation are not always in line with the nature of Indonesia's palm oil industry. Low interest in working and low employee engagement pose challenges for palm oil companies in engaging the digital generation. In Indonesia itself, the workforce is dominated by the digital generation, who are those under the age of 40. Corporate universities are considered not only as a form of education and training but also as a knowledge management by organizations (Scarso, 2017). According to Chen, Hwang & Raghu(2010), the acquisition, sharing, and exchange of knowledge between organizations can provide opportunities for employees to engage cognitively, emotionally, and physically in their work. Knowledge is a key determinant of high work engagement (WE) and better performance components. In other words, high cognitive engagement, emotional engagement, and physical engagement can be formed through knowledge management (KM) (Kodden & Groenvel, 2019). This is because employees can acquire knowledge when interacting and accepting change when interacting with other staff, where these interactions increase employee work engagement (Edokpolor, Chukwuemeke & Osifo., 2022). Previous research has also found that one of the impacts of knowledge management is increased work engagement, as found by Rožman et al (2019), who discovered that there are various components of knowledge management that have been proven to influence work engagement. Another study conducted by Fransisca & Hilmy (2021) also found a positive influence of knowledge management on work engagement. Knowledge management is an important predictor of extra-role behavior, where knowledge management (knowledge acquisition, knowledge storage, and knowledge sharing) has a significant relationship with employee discretionary behavior (Edeh, Nitsenko, Brezhnieva-Yermolenko, & Sthan,2022). One form of employee behavior that is shaped by knowledge management is employee innovative work behavior (Gilandeh & CHamzamin, 2016). Innovative work behavior itself is a deliberate action taken by employees to generate, introduce, and apply new ideas in the context of work, either in a group environment or within an organizational framework, with the ultimate goal of improving performance. Knowledge sharing as a dimension of knowledge management is one of the main factors in the formation of Innovative work behavior (Ebrahim, Ismail, Kassim, 2023). Knowledge sharing itself is a culture that involves social interaction among employees, where employees in an organization share knowledge, expertise, and experience within the organization. The sharing of knowledge and experience encourages the dissemination and improvement of expertise and knowledge, which in turn encourages innovative work behavior among employees (Rahmawati, Nurmaya, Sutanto & Hidayat, 2024).

One of the accepted theories related to corporate universities is the learning organization. Knowledge management is a key initiative required by an organization that wants to form a learning organization (Chinowsky & Carrillo, 2007). A learning

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organization is an organization that encourages continuous learning and adapts to changes in the environment. A learning organization is defined as an organization that demonstrates the ability to adapt, learn from mistakes, explore situations for development, and optimize the contributions of its personnel (Djamaludin, Madhakomala, Tunas, 2022). A learning organization fosters continuous learning, and thus, as defined by, a learning organization is a place where employees excel in creating, acquiring, and transferring knowledge to learn continuously and transform themselves (Hosseini & Rastegar, 2021) .

Research conducted by entitled Learning organization and work engagement: the mediating role of employee resilience, published in The International Journal of Human Resource Management, discussed the role of learning organizations in employee work behavior, one of which is work engagement. Learning organizations foster dynamic learning processes and employee flexibility to adapt to changing situations. This stimulates positive perceptions of employees' work in the organization. This is what causes learning organizations to be associated with good organizational member behavior, such as work engagement. The relationship between learning organization and work engagement has also been identified in previous studies. Research conducted by Marbun, Parimiita, 2021), as well as by (Widtayakornbundit & Ativetin, 2022), confirms the influence of learning organization on work engagement.

The practice of learning organizations within organizations as a cause of higher innovation has also been revealed by Khunsoonthornkit & Panjakajornsak (2018) in their research on Structural equation model to assess the impact of learning organization and commitment on the performance of research organizations, published in Kasetsart Journal of Social Sciences. Learning is a key determinant of innovation in improving an organization's ability to create, acquire, and exchange knowledge, as well as change behavior as a reflection of learning and new insights. A learning organization is an organization that continuously and proactively acquires, processes, and disseminates added value about markets, products, technology, and business processes (Ranihusna et al., 2021). The ability of organizations to learn and share knowledge has been explored as a source of innovative employee behavior because the dissemination of knowledge is the initial stage of idea generation (Wang & Wang, 2012). In addition to organizations, individuals who have knowledge and can manage it well will have an impact on company performance (Arizqi, 2017). Previous research has also confirmed the relationship between learning organizations and employee innovative behavior, such as the research conducted by Chughtai & Khalid (2023) and also Anwar & Niode (2017) found that learning organizations are a significant factor in shaping innovative work behavior.

A corporate university is an educational entity that serves as a strategic tool,

designed to help organizations achieve their missions by conducting activities that encourage individual learning, which accumulates into organizational learning and knowledge integrated with corporate objectives. A corporate university is also a company's effort to develop future leaders (Crocco, Cseh, Hemmapattawe, 2017). One form of leadership style is ambidextrous leadership, defined as the ability to foster exploratory and exploitative behavior in followers by increasing or decreasing the variation in their behavior and being flexible. This means that ambidextrous leaders are able to support their followers in their efforts to become ambidextrous (Alghamdi, 2018). In management studies, ambidextrous leadership highlights two characteristics of leaders and explores the balance between progress and maintaining stability (Ma, Zhou, Chen & Dong, 2018). In the employee innovation process, ambidextrous leadership focuses on utilizing and developing internal resources and flexibly adapting to changes in the external environment to carry out innovation activities (Jiang, Asante, Zhang, 2021)

According to Rosing, Frese & Bausch (2011), an appropriate leadership model is needed in relation to innovation, namely ambidextrous leadership for innovation. Findings from Akıncı, Alpan, Yildil & Aydin (2022) and also Jabeen, Zahur & Jalazai (2023) have discovered how ambidextrous leadership influences employee innovative behavior. Ambidextrous leadership enhances employee innovative performance through open-ended behavior to facilitate exploration and closed-ended behavior to encourage exploitative behavior (Wang, Eva, Newman & Zhou, 2021). Furthermore, ambidextrous leaders encourage followers to generate ideas by allowing subordinates to experiment, discover, and take risks through exploratory employee behavior, while through exploitative behavior, ambidextrous leaders allow followers to achieve efficiency, refinement, and compliance with rules and guidelines for implementing ideas. On the other hand, when leaders are low in terms of openness and closure behaviors, employee innovative behavior will also decline. Therefore, leaders need to be trained in ambidextrous leadership to improve employee innovative performance (Alghamdi, 2018).

From the previous explanation, it can be seen that the impact of knowledge management and learning organizations as part of a corporate university is work engagement. Work engagement is defined as a state in which an employee can identify themselves psychologically and consider themselves important to their colleagues and the company. The existence of work engagement in a company can provide benefits in explicitly increasing productivity and performance, increasing employee satisfaction, and minimizing employee errors (Armstrong & Taylor, 2014). Work engagement balanced with employee attachment can strengthen one of the factors that influence employee performance. High employee engagement behavior in an organization will improve performance (Hadi & Hanif, 2022). Research findings by Edopkolor (2022) also found the mediating function of work engagement in the relationship between knowledge management and employee

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performance, where it was found that work engagement can mediate the influence of knowledge management on employee performance.

From the above explanation, it can also be seen that knowledge management, ambidextrous leadership, and learning organizations are factors that influence employee innovative behavior. Innovation is considered an important factor that influences organizational success. Employee innovative behavior has an impact on improving their performance and that of the company (Slåtten, 2014). Therefore, employees who exhibit innovative behavior tend to think critically and consistently strive to introduce new ideas or improvements within their environment, thereby generating greater usefulness and added value. By behaving innovatively, they will try to solve problems in a more effective and efficient way. This statement shows that the level of employee performance is also determined by employee involvement and innovative behavior, and it can be said that innovative behavior is creative behavior carried out by employees that has an impact on improving employee performance (Subaidi, 2024). From the above explanation, it can also be seen that employee innovative behavior has the potential to be a mediating variable because it can be influenced by knowledge management, ambidextrous leadership, and also learning organizations. Employee innovative behavior will also have an impact on employee performance, which will be explored in this study.

Methods

This research is quantitative descriptive research. Data was collected by distributing questionnaires directly to respondents who met the criteria. The criteria that must be met in this study are that Employees of palm oil companies in Indonesia have completed the Company's Corporate University program, are permanent employees and have worked for the company for more than 1 year. Due to difficulties in accessing all companies, this study will be conducted on eight (8) palm oil companies that have a Corporate University program. These eight companies were selected based on their comparable size, with the expectation that they would exhibit similar patterns of employee behavior. This study focuses on large-scale palm oil plantation companies that are professionally managed, with an area of more than 60,000 hectares and implement systematic corporate governance. According to Sekaran & Bougie (2020), a sample is a representative part of the population. Then, using the gpower approach and an error rate of 5% and predictive power of 80% in accordance with the reference from Gorgulu & Ali (2017), the following results were obtained:

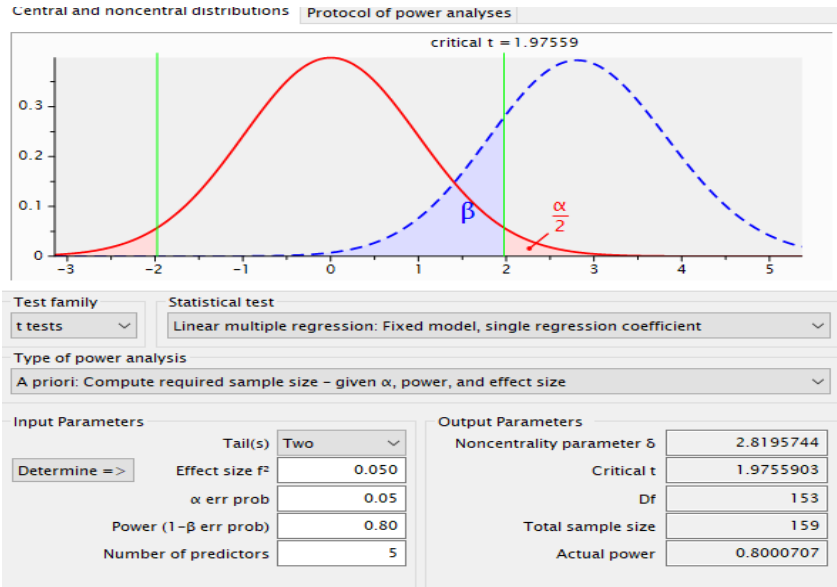


Figure 1 Minimum Sample Size Calculation Results Using Gpower

Using the Gpower approach, the required sample size is 159 respondents. However, based on references from Hair, Hult, Ringle & Sarstedt (2017) for statistical methods with partial least squares structural, the ideal minimum sample size required is 159 respondents. This study uses the partial least squares structural equation modeling (PLS-SEM) analysis method.

Result

Demographics

Based on gender, the research respondents were dominated by men, consisting of 372 respondents or 93% of the total respondents. Female respondents consisted of 28 respondents or 7% of the total respondents. Based on age, the majority of respondents were aged 25-40 years, consisting of 334 respondents or 83.5% of the total respondents. In addition, there were 59 respondents or 14.8% aged 41-49 years, 5 respondents or 1.3% aged less than 24 years, and 2 respondents or 0.5% aged 50 years or older. In terms of education level, the majority of respondents had a bachelor's degree (S1) as their highest level of education, consisting of 301 or 73.3% of the total respondents. In addition, there were 51 respondents or 12.8% with a high school education, 35 respondents or 8.8% with a diploma, and 13 respondents or 3.3% with a master's degree. In terms of length of employment, the majority of respondents had been working for 6-10 years, consisting of 123 respondents or 30.85% of the total respondents. In addition, there were 111 respondents or 27.8% with 11-15 years of work experience, 108 respondents or 27% with 3-5 years of work

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experience, 37 respondents or 9.3% with 15-20 years of work experience, and 21 respondents or 5.3% with less than 3 years of work experience.

Validity and reliability test results

All indicators in the variables in this study have met the validity aspect because they have an outer loading value of more than 0.5 and an AVE value of more than 0.5. All variables have an HTMT value of less than 0.900, therefore, this research model has no problems in terms of discriminant validity. In addition to the HTMT test, discriminant validity in this study was also tested using the Fornell-Larcker test, with the results showing that all variables had a higher AVE root value (bold print) than the correlation values between other variables. Therefore, it can be concluded that the variables in this study have met the discriminant validity aspect. All variables have Cronbach's alpha values greater than 0.70 and composite reliability values exceeding 0.70, indicating that all variables or constructs have met the established reliability criteria.

Inner model test results

The multicollinearity test aims to determine the correlation between variables in the study and whether the relationships are independent or interrelated. If the variance inflation factor (VIF) value is greater than five, then there is a problem of multicollinearity in the research model that will affect the path coefficient value. The VIF value for all variables is less than five. This indicates that there is no problem of multicollinearity in the quality of this research model.

The r-square value for the work engagement variable is 0.687, which falls within the strong criteria, meaning that 68.7% of the work engagement variable can be explained by the variables of knowledge management, learning organization, and ambidextrous leadership, while the remaining 31.3% is explained by other variables outside this study. The r-square value for the Employee Innovative Behavior variable is 0.525, which falls within the moderate criteria, meaning that 52.5% of the Employee Innovative Behavior variable can be explained by the variables of knowledge management, learning organization, and ambidextrous leadership, while the remaining 47.5% is explained by other variables outside this study. The r-square value for the Employee Performance variable is 0.406, which falls into the moderate category, meaning that 40.6% of the Employee Performance variable can be explained by the variables of work engagement and employee innovative behavior, while the remaining 59.4% is explained by other variables outside the scope of this study.

The f-square value shows a strong relationship between work engagement and employee performance. A moderate relationship is shown in the relationship between learning organization and work engagement, ambidextrous leadership and work engagement, and knowledge management and employee innovative behavior.

A weak relationship is seen in the influence of learning organization on employee innovative behavior, ambidextrous leadership on employee innovative behavior, and employee innovative behavior on employee performance. Meanwhile, the influence of knowledge management on work engagement is insignificant.

Looking at the p-value results from the Smart-PLS testing, the hypothesis testing results can be determined in this study. This study uses an alpha value of 5%, therefore the p-value will be compared to 0.05, and the t-statistic test value will be compared to the t-table value of 1.96.

Table 1 T-Test Results

Hypothesis		Original sample	T statistics	P values	Description
H1	Knowledge Management → Work Engagement	-0.072	1.497	0.067	Not Supported
H2	Knowledge Management → Employee Innovative Behavior	0.341	5.991	0.00	Supported
H3	Learning Organization → Work Engagement	0.456	6,792	0.000	Supported
H4	Learning Organization → Employee Innovative Behavior	0.272	3.218	0.001	Supported
H5	Ambidextrous Leadership → Work Engagement	0.464	8.130	0.000	Supported
H6	Ambidextrous Leadership → Employee Innovative Behavior	0.221	3.324	0.000	Supported
H7	Work Engagement → Employee Innovative Behavior	0.476	0.061	0.476	Not Supported
H8	Work Engagement → Employee Performance	0.540	8.474	0.000	Supported
H9	Employee Innovative Behavior → Employee Performance	0.156	3.183	0.001	Supported
Indirect Effect					
H10	Knowledge Management → Work Engagement → Employee Performance	-0.038	1.455	0.073	Not Supported
H11	Learning Organization → Work Engagement → Employee Performance	0.246	5.538	0.000	Supported
H12	Ambidextrous Leadership → Work Engagement → Employee Performance	0.251	5.617	0.000	Supported

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Hypothesis		Original sample	T statistics	P values	Description
H13	Knowledge Management → Employee Innovative Behavior → Employee Performance	0.053	2.578	0.005	Supported
H14	Learning Organization → Employee Innovative Behavior → Employee Performance	0.043	2.461	0.007	Supported
H15	Ambidextrous Leadership → Employee Innovative Behavior → Employee Performance	0.035	2.142	0.016	Supported

Source: PLS-SEM Processing Results (2024)

The results indicate that the effect of knowledge management on work engagement shows a t-value of $1.497 < 1.96$ and a p-value of $0.067 > 0.05$, with an effect size of -0.072 . This suggests that knowledge management does not have a significant influence on work engagement.

The findings further show that the effect of knowledge management on employee innovative behavior has a t-value of $5.991 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.341 .

The results also indicate that the effect of a learning organization on work engagement has a t-value of $6.792 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.456 .

Additionally, the effect of a learning organization on innovative work behavior shows a t-value of $3.218 > 1.96$ and a p-value of $0.001 < 0.05$, with an effect size of 0.272 . This demonstrates that a learning organization has a positive and significant influence on innovative work behavior.

Finally, the results indicate that the effect of ambidextrous leadership on work engagement has a t-value of $8.130 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.464 .

The results indicate that the effect of ambidextrous leadership on innovative work behavior shows a t-value of $3.324 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.221 . This demonstrates that ambidextrous leadership has a positive and significant influence on innovative work behavior.

The results also indicate that the effect of work engagement on employee innovative behavior has a t-value of $0.061 < 1.96$ and a p-value of $0.476 > 0.05$, with an effect

size of 0.476. This suggests that work engagement does not have a significant influence on employee innovative behavior.

The findings also show that the effect of work engagement on employee performance has a t-value of $8.474 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.540. This indicates that work engagement has a positive and significant influence on employee performance.

The results further indicate that the effect of employee innovative behavior on employee performance has a t-value of $3.183 > 1.96$ and a p-value of $0.001 < 0.05$, with an effect size of 0.156. This confirms that employee innovative behavior has a positive and significant influence on employee performance.

Additionally, the effect of knowledge management on employee performance through the mediation of work engagement shows a t-value of $1.455 < 1.96$ and a p-value of $0.073 > 0.05$, with an effect size of -0.038 . This suggests that knowledge management does not have a significant influence on employee performance when mediated by work engagement.

The results also indicate that the effect of a learning organization on employee performance mediated by work engagement has a t-value of $5.538 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.246. This demonstrates that a learning organization significantly influences employee performance through the mediation of work engagement.

Furthermore, the effect of ambidextrous leadership on employee performance mediated by work engagement shows a t-value of $5.617 > 1.96$ and a p-value of $0.000 < 0.05$, with an effect size of 0.251. These results indicate that ambidextrous leadership significantly influences employee performance through the mediation of work engagement.

The findings also show that the effect of knowledge management on employee performance mediated by innovative work behavior has a t-value of $2.578 > 1.96$ and a p-value of $0.005 < 0.05$, with an effect size of 0.053. This suggests that knowledge management significantly influences employee performance when mediated by innovative work behavior.

Similarly, the effect of a learning organization on employee performance mediated by innovative work behavior shows a t-value of $2.461 > 1.96$ and a p-value of $0.007 < 0.05$, with an effect size of 0.043. This indicates that a learning organization significantly influences employee performance through the mediation of innovative work behavior.

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Finally, the effect of ambidextrous leadership on employee performance mediated by innovative work behavior has a t-value of $2.142 > 1.96$ and a p-value of $0.016 < 0.05$, with an effect size of 0.035. This demonstrates that ambidextrous leadership significantly influences employee performance through the mediation of innovative work behavior.

Discussion

The results of the study show that knowledge management does not have a significant effect on work engagement. The results of this study do not support the results of previous studies conducted by Abu-Mahfouz, Halim, Mbahkia, Alias, Tambi (2023) dan dokpolor et al., (2022), which show that knowledge management has a positive and significant effect on work engagement.

Knowledge management will affect work engagement when the knowledge acquired is enhanced through a conversion process, which is realized through externalization, internalization, socialization, and communities of practice. This is because employees can acquire knowledge when they interact with other staff, and they accept change when interacting with other staff. However, the respondents in this study were drawn from various companies and different divisions, resulting in limited interaction among these employees. This meant that knowledge management had no effect on employee work engagement.

The results of the study show that knowledge management has a positive and significant effect on employee innovative behavior. The results of this study support the results of previous studies conducted by (Muñoz-Pascual & Galende, 2017) dan Anser et al (2020), which found that knowledge management has an effect on employee innovative behavior.

Good knowledge management involves not only storing information but also sharing and applying knowledge in routine situations on a daily basis. The corporate university process is designed to help parent organizations achieve their missions by conducting activities that foster learning, knowledge, and individual and organizational wisdom, as well as using innovative approaches to develop human resources and expand organizational capabilities. Knowledge management, such as the knowledge sharing component, involves the exchange of information and knowledge between members of the organization, where it is hoped that employees will also apply this in their routine work activities, thereby increasing employee innovative behavior.

Learning organizations have a positive and significant influence on work engagement. The results of this study support the results of previous studies

conducted by Ativetin (2021) and Malik & Garg (2020) which show that learning organizations are a proven factor influencing employee work engagement.

In general learning organization is the use of knowledge within an organization to develop and strengthen employee capabilities and maintain continuity in knowledge development. A learning organization will foster a culture of continuous learning and flexibility among employees to adapt to specific situations. When employees feel empowered to learn, grow, and innovate, they tend to be more engaged in their work, which leads to increased motivation, productivity, and ultimately, organizational success.

The results of the study indicate that learning organization influences innovative work behavior. The results of this study support the results of previous studies conducted by (Salman & Yasra, 2023) and Mehmet, (2020) who found that learning organization is a factor that can influence employee innovative behavior.

Learning organization contributes to both individual and organizational development. Through system transformation, organizations are able to innovate and redesign their products or services. Appropriate learning planning for individuals and the implementation of new practices enable smooth functioning and the generation of new ideas. Learning organization enhances innovative work behavior and employee thinking by increasing job satisfaction, adaptability, expertise, and skills, making the workforce more competitive and responsive to market needs through the renewal of products or services. Moreover, learning organization fosters an innovation-oriented culture within the organization by promoting continuous learning and adaptability to change, thereby enabling the achievement of competitive advantage.

The results of this study show that ambidextrous leadership influences work engagement. These findings support previous research conducted by Cai, Khapova, Bossink, Lysova & Yuan (2021) and Kafetzopoulos (2020), which also demonstrated the effect of ambidextrous leadership on work engagement.

A positive influence was observed between ambidextrous leadership and work engagement, which can occur because ambidextrous leadership encourages staff to pursue new and bold patterns when developing campaigns within the company. Employees who recognize that ambidextrous leadership can foster agile talent and increase work engagement also recognize the importance of the right authoritative organizational approach. This approach is important for developing strategic decisions and maintaining employee mindset.

The results show that ambidextrous leadership has an influence on innovative work behavior. The results of this study support the results of previous studies conducted

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by Akıncı, Alpan, Yıldız & Aydın (2022) and Jiang, Asante, Zhang & Mintah Ampaw (2021), which show the influence of ambidextrous leadership on employee innovative behavior.

The significant influence of ambidextrous leadership on work engagement is because opening leadership behavior is a leadership style that encourages the exploration of new ideas, experimentation, and risk-taking. When leaders exhibit this behavior, they encourage employees to take risks and express new ideas without worrying about potential consequences and promote innovative work behavior among their employees. However, on the other hand, the closed side of leadership can limit creativity or innovation that is considered too deviant and can be counterproductive.

The results of the study indicate that work engagement affects employee performance. The results of this study support the results of previous studies conducted by Mundhra & Pramanik (2024) (Reig-Botella, Ramos-Villagrasa, Río, & Clemente, 2024) which show that work engagement affects employee performance.

Employees with high engagement will experience more positive emotions than their colleagues with low engagement. Thus, work engagement encourages feelings such as inspiration, positive mood, satisfaction, creativity, and openness, which in turn drive higher performance levels. Work engagement helps employees put their thoughts and ideas into practice, resulting in better work performance. Another explanation is that employees with high engagement have better results because they experience positive emotions that help them seek new ideas and build their own resources; have a better mood, which allows them to devote all their energy to their work; actively seek feedback and support from their coworkers and supervisors to generate new resources; and have the ability to convey a sense of engagement to their coworkers, thereby improving overall team performance.

The results of the study indicate that work engagement does not have a significant effect on employee innovative behavior. Theoretically, within the Job Demands-Resources (JD-R) Theory framework, work engagement is a positive psychological condition characterized by vigor, dedication, and absorption, which should encourage individuals to exhibit more proactive and creative work behaviors. However, the results of this study show that in the context of palm oil plantation companies, which have structured, procedure-based, and efficiency-oriented operational characteristics, innovative behavior tends not to emerge spontaneously from individuals but requires structural and contextual support from the organization. On the contrary, employee innovative behavior is more significantly influenced by knowledge management, learning organization, and ambidextrous leadership. These three variables represent structural and contextual factors in the

organization, such as learning systems, access to knowledge, and leadership support that encourages exploration and experimentation. Thus, work engagement plays a greater role in improving the effectiveness of task execution, while employee innovative behavior is more influenced by organizational capabilities and structural context.

The results of the study indicate that employee innovative behavior influences employee performance. The results of this study support the results of previous studies conducted by (Nhat Vuong, Tushor & Hossain, 2022) y which show that employee innovative behavior influences employee performance.

Innovative Work Behavior (IWB) has the potential to have a significant impact on performance. Employees who demonstrate innovative work behavior often have high problem-solving skills. They are adept at overcoming challenges creatively, producing more efficient and effective solutions. This, in turn, has a positive impact on overall job performance. Furthermore, employees engaged in IWB are more likely to embrace new technologies, processes, and methodologies, and this adaptability equips them to excel in a work environment characterized by constant dynamism and evolution. Employees who demonstrate creativity can generate original ideas, products, or processes that significantly improve performance by stimulating growth, productivity, and competitiveness. Innovative work behavior can increase employee motivation and engagement. When employees feel empowered to contribute their ideas and witness the tangible effects of their innovative contributions, they tend to be motivated to operate at their optimal level. The results show that knowledge management has no significant effect on employee performance with work engagement as a mediator. These results do not support the findings of previous studies conducted by Wang & Chen (2020), which showed that knowledge management has a positive effect on employee performance with work engagement as a mediator.

The results of the study showed that knowledge management had no effect on employee performance with work engagement as a mediator because the results of the study showed that knowledge management was found to have no significant effect on work engagement. This was because the respondents in this study consisted of various companies and different divisions, resulting in differences in engagement among the respondent groups, which meant that knowledge management had no effect on work engagement.

The results of the study indicate that the influence of learning organizations on employee performance with the mediation of work engagement. These results are in line with the studies from (Sholikhah et al., 2021) and also (Widtayakornbundit & Ativetin, 2022) . and (Dinesh Babu et al., 2024) which shows how work engagement influences the impact of learning organizations on employee performance.

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A supportive learning culture provides quality training and helps leaders and managers develop skills in guiding employees, allocating resources, and building relationships that are important for improving work engagement. Conceptually, a learning organization encompasses not only core organizational variables in innovation literature, such as labor resources and leadership (through environmental connections, knowledge capture systems, and strategic leadership), but also adds promising and important dimensions of learning and collaboration to improve skills and work engagement. Employees with high engagement will feel motivated to strive to achieve set goals, even if those goals are challenging for employees to achieve. Work engagement reflects the personality that employees bring to their work. Thus, that employees have the capacity to be enthusiastic about their work or produce employee performance.

The results of the study indicate that ambidextrous leadership influences employee performance with work engagement as a mediator. These results are consistent with the studies by Cai, Khapova, Bossink, Lysova & Yuan (2021) and Kafetzopoulos (2020) and (Reig-Botella, , which shows the influence of work engagement mediation in the effect of ambidextrous leadership on employee performance.

Leaders who demonstrate ambidexteriousness will be able to encourage employee to take risks and express new ideas without worrying about potential consequences, promoting innovative work behavior among their employees that is balanced with limitations on creativity or innovation that are considered too extreme and could be counterproductive. This will foster greater work engagement among employees, which will ultimately improve employee performance.

The results of the study indicate that knowledge management influences employee performance through the mediation of innovative work behavior. These results are in line with the research of Malik & Garg (2020) and also (Ativetin, 2021), which show the influence of employee innovative behavior mediation in the effect of knowledge management on employee performance.

Knowledge Management (KM) involves the systematic and effective collection, distribution, and use of organizational knowledge. This process ensures that the right information is delivered to the right people at the right time, thereby improving decision-making and strategic planning. The goal of knowledge management is to improve organizational efficiency by creating a culture where knowledge is valued, shared, and leveraged to drive innovation and performance.

The results of the study indicate that the influence of learning organization on employee performance with the mediation of innovative work behavior. These results are in line with the research from (Arizqi, 2017) and also (Salman & Yasra,

2023) which shows the influence of learning organization mediation in the influence of knowledge management on employee performance.

A learning organization (LO) is a path that organizations take to continuously develop organizational and individual capabilities for a better future. In other words, this type of organization encourages systematic and continuous learning by improving the capabilities of its workforce to achieve planned organizational goals through the creation of new ideas. Based on this idea, learning in these organizations results in changes in organizational competencies for higher performance. In addition, LOs, by utilizing learning culture strategies, open communication, encouraging knowledge and experience sharing, and reforming their organizational policies, procedures, and practices, motivate employees to achieve higher performance.

The results of the study indicate that ambidextrous leadership affects employee performance through the mediation of innovative work behavior. These findings are consistent with research from (Dinesh Babu et al., 2024) (Hussain et al., 2022) and also (Nhat Vuong et al., 2022) which shows the influence of employee innovative behavior mediation in the effect of ambidextrous leadership on employee performance.

Ambidextrous leadership refers to a leader's ability to integrate and balance different or competing priorities to drive innovation and progress. Managing complex tasks to meet current demands while exploring future opportunities is essential to maintaining an organization's competitiveness and forward-looking approach (Kafetzopoulos, 2023). By allocating resources to the development of new ideas and encouraging experimentation, ambidextrous leadership creates an environment rich in creativity and innovation that will encourage innovative work behavior. Employees with high levels of innovation and creativity will ultimately improve performance.

Conclusion

The results of the study show that learning organizations and ambidextrous leadership influence work engagement, while knowledge management does not have a significant effect on work engagement. The results of the study also show that knowledge management, learning organizations, and ambidextrous leadership influence employee innovative behavior. However, work engagement does not have a significant influence on employee innovative behavior. The study also shows that work engagement and employee innovative behavior influence employee performance. There is also an influence of learning organizations and ambidextrous leadership on employee performance through work engagement. There is also an influence of knowledge management, learning organizations, and ambidextrous

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leadership on employee performance through employee innovative behavior. These findings confirm the existence of two main conversion pathways in the model: the motivational pathway through work engagement (mediating the effect of learning organization and ambidextrous leadership on employee performance) and the behavioral pathway through employee innovative behavior (mediating the effect of all three corporate university components on employee performance).

This shows how important knowledge management is in influencing employee innovative behavior and employee performance. To improve this, companies need to design a knowledge management system that allows people within the company to share knowledge with each other and also encourages employees to voice new ideas. This can be done by encouraging certain individuals within the company to share their stories and experiences, perhaps about their successes and also about their experiences in certain workplaces. In addition, companies can also encourage and give employees the freedom to express their ideas, especially in meetings and decision-making processes.

The results of the analysis show that learning organizations also influence work engagement and employee innovative behavior, as well as performance through the mediation of work engagement and employee innovative behavior. One thing to note is that in organizations, leaders guide and train their subordinates. In this case, leaders need to be given guidance, training, and direction to be willing to share their experiences and knowledge.

The results of the analysis indicate that ambidextrous leadership has a positive and significant effect on work engagement, employee innovative behavior, and employee performance, both directly and through the mediation of work engagement and innovative behavior. Therefore, companies are encouraged to promote the implementation of ambidextrous leadership among their leaders. One area that requires improvement is fostering a culture of tolerance toward mistakes and failures. Companies can encourage managers to be more tolerant when errors occur and to provide guidance to subordinates to prevent similar mistakes in the future.

The analysis results indicate that work engagement has a significant effect on employee performance. Therefore, work engagement needs to be given careful attention by the company. One thing to consider is how employees feel proud of their work. To improve this, companies need to become excellent companies and places that employees can be proud of, such as companies that provide good salaries and training and are also able to develop their employees.

The analysis results show that employee innovative behavior significantly influences employee performance. To enhance this, companies need to more effectively recognize and value employees' contributions of new ideas. Providing incentives can

motivate employees to generate and share innovative ideas that benefit the organization.

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