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THE INFLUENCE OF AMBIDEXTROUS LEADERSHIP ON CREATIVITY AND INNOVATION IN IMPROVING TEAM PERFORMANCE OF THE MANAGING EMPLOYEES OF BILEBANTE GREEN TOURISM VILLAGE, CENTRAL LOMBOK

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ABSTRACT

This study aims to examine the direct influence of ambidextrous leadership on team performance among employees managing the Bilebante Green Tourism Village, Central Lombok and to examine the mediating role of creativity and innovation on the influence of ambidextrous leadership on team performance among employees managing the Bilebante Green Tourism Village, Central Lombok Tourism Village. This research is quantitative research with a causal associative approach. The collection method used the census method, namely 99 respondents who were management employees of the Bilebante Green Tourism Village, Central Lombok. The data analysis technique was carried out by the SEM-PLS technique using Smart PLS version 4 software. The research results showed that ambidextrous leadership positively and significantly affected on-time performance. In addition, ambidextrous leadership had a significant positive indirect effect on-time performance through creativity and innovation. Ambidextrous leadership creates a work environment that supports employees in exploring new ideas, encouraging them to continue developing creativity and innovation to improve team performance in managing the Bilebante Green Tourism Village, Central Lombok.

KEYWORDS: Ambidextrous Leadership, Creativity and Innovation, Team Performance, Green Tourism Village, Explorative Study.

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1. INTRODUCTION

In an increasingly rapid economic development era, every organization must have Human Resources (HR) that are competitive and relevant to the demands of change. Human resources are

one of the critical factors that influence organizations to be able to adapt and develop continuously. HR is not just a member who carries out routine tasks but also a catalyst in efforts to increase organizational productivity. This is, of course, the organization's responsibility to manage its human resources so that they continue to make a positive contribution to the progress of the organization in the long term.

Organizations are prioritizing individual achievements and shifting their focus to how individuals can work together in solid teams to achieve organizational goals. Monday (2008) states that many organizations use teams and recognize the team's overall performance in carrying out organizational tasks.

This is in line with Zaky (2023), who states that compared to working individually or independently, working in a team produces practical and better performance. This happens because team collaboration allows for the exchange of knowledge, skills, and experience, ultimately increasing innovation and leading to better solutions to organizations' challenges (Robbins & Judge, 2017). Hwang (2018) defines team performance as the interpersonal interaction of team members to complete work tasks using technology to produce team effectiveness in achieving common goals.

The importance of team performance is also reflected in resource efficiency. Organizations can optimize labour, time and other resources more effectively through well-coordinated team performance (Hwang, 2018). In addition, team collaboration helps overcome the complexity of tasks and problems that exceed individual capacities due to team members' diverse backgrounds and different competencies (Nurung et al., 2021).

However, it needs to be acknowledged that achieving optimal team performance can be challenging. Challenges such as personality differences, conflicts, and difficulties in managing communication can hinder goal achievement. Zaky (2023) found that team performance factors include effective communication, leadership, and trust in team members. Other factors, such as creativity and innovation, influence team performance (Riansyah & Sya'roni, 2017; Dama & Ogi, 2018).

In addition, Hwang (2018) explains that team performance indicators include contribution to teamwork, interaction with teammates, keeping team members in line with directions, quality expectations, and having relevant knowledge, skills and abilities. These team performance factors and indicators are supported by the research results of Hendrawan et al. (2018), who found that knowledge influences team performance.

Leadership with suitable characteristics can influence team performance in an organization. In agreement with Nurung et al. (2021), good leadership characteristics improve team performance.

To face and manage the changes that occur in an organization, a leader is needed with a leadership style that can encourage employees to continue to be creative and innovative to produce good performance. One of the appropriate leadership styles in fostering employee creativity and innovation is ambidextrous leadership. Zacher and Rosing (2015) explained that the interaction of complementary leadership behaviour with ambidextrous leadership should be more effective in encouraging individual and team innovation than using transformational leadership behaviour.

Birkinshaw and Gibson (2004) use the term ambidexterity to refer to alignment with current needs and adaptation to future needs, highlighting organizational flexibility in responding to environmental changes. Meanwhile, Benner and Tushman (2003) link ambidexterity with the

ability to innovate exploitatively (optimizing existing resources) and exploratively (looking for new opportunities). It emphasizes a balance between efficiency and exploration. Ahn et al. (2006), highlighting the impact of ambidexterity on business performance and knowledge performance, show how the ability to manage exploration and exploitation influences organizational outcomes.

O'Reilly and Tushman (2013) suggest that ambidexterity consistently correlates positively with company performance. This shows that an organization's ability to explore and exploit simultaneously contributes to overall organizational health and performance. In ambidexterity, the emergence of the ambidextrous leadership role is a style of two complementary leadership behaviours in the form of opening and closing as a force for exploration and exploitation to encourage employees to proactively look for the latest ideas and solutions (Andrini & Susanto, 2022). This understanding gives rise to indicators in measuring ambidextrous leadership, namely opening behaviour and closing behaviour (Saputra, 2021).

The research of Shofiyah et al. (2023) explained that team leadership plays a vital role in achieving effective team performance in organizations. Zaky (2023) explains that there are factors that can have a significant favorable influence on team performance, such as effective communication, good leadership, and trust from team members. However, this differs from the research of Purwadita et al. (2018), who found that transactional leadership has no significant effect on team performance. Meanwhile, Dwidienawati et al. (2020) found a positive relationship between ambidextrous leadership and team creativity and innovation, but this research has yet to explain a direct relationship with team performance.

Research on ambidextrous leadership on performance found that ambidextrous leadership positively affected company performance (Bawono et al., 2022). Ijigu et al. (2022) found that ambidextrous leadership increases the relationship between an environment that encourages high performance and employee ambidexterity. However, research by Andrini and Susanto (2022) found that ambidextrous leadership does not significantly affect organizational performance.

Apart from leadership factors, other factors, such as creativity and innovation, can also influence team performance. Creativity and innovation are valuable ideas and can be identified to drive progress that allows organizations to maintain competitive advantage (Hughes et al., 2018). Creativity and innovation are the process and results of efforts to develop and introduce new ways of improving things (Klicheva & Klicheva, 2020). Indicators of creativity and innovation, according to Janssen (2000), are idea generation, idea promotion and idea realization.

Through creativity and innovation, the creation of valuable ideas results in good team performance to keep the organization more successful and competitive. Ambidextrous leadership is effective, especially for improving team performance regarding creativity and innovation. In business organizations, ambidextrous leadership can realize new, innovative achievements and improve good work results (Tjiptadi & Sari, 2021). Riansyah and Sya'roni (2017) argue that a leader's ability to manage creativity and innovation is essential in achieving organizational goals.

In several studies, creativity and innovation were related to performance. Riansyah and Sya'roni (2017) found that creativity and innovation have significant implications for performance. Dama and Ogi (2018) found that creativity and innovation simultaneously had a significant effect on the performance of PT Bank Mandiri Manado Regional Office employees. However, the research of Rompas et al. (2020) found that innovation has no significant effect on employee performance, and creativity has a significant and positive effect on employee performance.

In the era of globalization, tourist destinations are starting to change from mass tourism to alternative tourism that introduces natural tourism and local culture in the form of interaction with the community. A tourist destination with products in the form of the daily life of people in villages that provide experiences in the form of cultural diversity, unique nature and creative work in villages. This results in tourist villages continuing to develop themselves until they can go through the stages of tourist village development, namely pioneering, developing, advanced and independent.

Ambidextrous leadership emerged as a concept that attracted the attention of researchers and business practitioners to carry out creativity and innovation. This concept combines two essential dimensions in management, namely exploration and exploitation. Exploration involves experimental and innovative efforts, while exploitation focuses more on the efficiency and utilization of existing resources (Rosing et al., 2011). In the context of tourist villages, ambidextrous leadership has the potential to be a practical approach to managing innovation and exploitation efforts.

Creativity and innovation are crucial in supporting growth and sustainability in the tourism sector. Agusdin (2018) states that creative tourism involves educational, emotional, social and participatory interactions with places, cultures and people. A study by Crick and Spencer (2011) identified innovation as the main driver in creating added value for tourists and differentiating tourist destinations. Tourist villages that create unique and exciting tourist experiences will have an advantage over the competition supported by policies and practices that develop creativity and innovation.

Ambidextrous leadership offers a potential approach to combining the needs of innovation (exploration) and exploitation in tourist village performance. This model creates an environment where leaders focus on achieving short-term results through efficiency and encourage a culture of exploration to create new opportunities (Birkinshaw & Gibson, 2004). However, implementing ambidextrous leadership can be challenging. Integrating these two dimensions can lead to conflict and difficulties in decision-making.

The Bilebante Green Tourism Village in Central Lombok is one of the pioneer tourist villages in NTB. It was inaugurated in 2016, and its management is regulated in the Bilebante Green Tourism Village Regulation Number 03 of 2016. The appointment of the Bilebante Green Tourism Village is regulated in the Decree of the Regent of Central Lombok Number 63b of 2020 concerning the Determination Tourism Village in Central Lombok Regency in 2020. However, since 2022, based on kemenparekraf.go.id (2023), the Bilebante Green Tourism Village has been classified as an advanced tourist village.

Bilebante Green Tourism Village, Central Lombok, offers rice fields and community plantations. Apart from that, other products and services are still offered, such as homestays, which utilize local people's houses with a rural feel. Another culinary object is the Dulang Package, which serves typical merangkat chicken, ares, ebatan, pusut satay, grilled tilapia, and typical Lombok food served with an old-fashioned feel. Apart from that, there are Small and Medium Enterprises (UMKM) products, namely TaponA Food, which produces Jerula Tortillas, Lemon Grass Trees, Seaweed Dodol, Clove Sauce, Jeleng Oil, and Belinjo Chips.

The tourist attraction in the Bilebante Green Tourism Village, Central Lombok, is the Cooking Class, a typical Lombok cooking class held at the Pancingan Market using ancient equipment. Apart from that, there is a gangsing game show or gangsing game which outbound participants

usually play. This game is a form of introduction to the traditional gangsing game typical of Lombok. Next comes the making of curry hats, pins, and traditional dance classes. Furthermore, the berugag building made of bamboo (Sekenem) provides visitors with massage (spa) services. Then, the Fisherman's Market management includes facilities for visitors to try fishing and play archery.

The Bilebante Green Tourism Village, Central Lombok, has beautiful and neatly arranged views of rice fields, and there are community plantations, especially herbal gardens, as well as various plants such as fruit or vegetables whose Latin names are written. This view is used to get visitors around the countryside using facilities such as rowing bicycles, motorbikes (ATVs) and cidomo, which are typical Lombok means of transportation. Apart from that, the Bilebante Green Tourism Village also has several managed recreation areas, namely the Pancingan Market, Larangan River, herbal gardens, rice fields, Bicycle Monument, Lingsar Kloud Temple, Pancasila Bridge, and Lingkoq Jodoh.

Currently, the Bilebante Green Tourism Village MSMEs in Central Lombok are trying to innovate the processing of the Merangkat Chicken, which will be made into smaller and cheaper packaging. The presentation of Merangkat Chicken is also packaged by providing information or storytelling about the presence of Merangkat Chicken. Other creativity and innovation being developed are providing home stays in residents' homes and having dinner with the home stay owner to give tourists the experience of being residents of the Bilebante Green Tourism Village, Central Lombok.

Apart from that, through the presence of foreign tourists with different cultures, one of the hamlets is also utilized by providing a special place for tourists located in the Hindu village of Bilebante Green Tourism Village, Central Lombok. The impact of this innovation is increasing income, creating jobs for the surrounding community, increasing capacity through training for young people and women, building facilities, and becoming a pilot tourist village for implementing CHSE in NTB.

2. LITERATURE REVIEW

A. Team Performance

Team performance results from carrying out work or tasks and responsibilities within the organization based on specified deadlines. In line with Monday (2008), the organization recognizes the results of the team's overall work in carrying out work and individual contributions. One factor in achieving organizational goals can be seen in team performance. Effective work teams tend to be productive and innovative, have high job satisfaction, and perform better than individuals (Zaky, 2023). Hwang (2018) believes team performance is a factor that can determine team effectiveness and member satisfaction. This means that team performance results not only influence the extent to which the team achieves goals but also impact team members' positive perceptions of group work and the work environment. Salas et al. (2008) describe team performance as teamwork activities through a set of cognition, attitudes, behaviour and use of technology to produce training effectiveness, and intention is one of the variables underlying behaviour.

B. Ambidextrous Leadership

Alghamdi (2018) explains that ambidextrous leadership is an opening and closing leadership style for developing innovation to encourage exploration and exploitation behaviour in individuals or groups. Ambidextrous leadership is a leadership style with two leadership behaviours, namely opening and closing leadership behaviours, which are the driving force in encouraging innovation and teams (Zacher & Rosing, 2015). Agreeing with this understanding, Saputra (2021) explains that ambidextrous leadership is the ability to encourage exploration and exploitation behaviour in individuals through developing synergies to create ambidextrous teams and ambidextrous

organizations. Ambidextrous leadership transitions between open and closed behaviour to align the two tendencies of change in the organization, reducing resistance that occurs in employees and increasing openness to change, thereby enable the development of entrepreneurial values (Luu, 2017). Ambidextrous leadership is an interaction between two complementary leadership behaviours in the form of opening and closing as a force for exploration and exploitation to encourage employees to proactively look for the latest ideas and solutions (Andrini & Susanto, 2022).

C. Creativity and Innovation

Creativity and innovation combine to create and implement new ideas resulting from adapting old ideas. Tang and Warner (2017) explain that creativity focuses on creating ideas that require authenticity or originality, while innovation focuses on emphasizing the implementation of an idea that is effective or useful and can be sold. Winardi (2003) explains that creativity is the ability to develop new ideas and find new ways of looking at problems and opportunities. Rizky and Aslami (2022) explain that innovation is a new or current idea applied to pioneer or justify products, methods and services as an organization develops. Based on this understanding, creativity and innovation are defined as the ability to develop ideas or the latest perspective on a problem to be applied as a form of organisational development.

D. The Effect of Ambidextrous Leadership on Team Performance

Alexandra and Theola (2016) explain team performance as the result of work achieved in quality and quantity by employees carrying out their responsible tasks according to the specified time. Good leadership can influence team performance (Noor et al., 2023; Zaky, 2023). Research from Chou et al. (2013) says that team performance can develop better because cognitive trust in the leadership process increases and influences the team's collective efficacy, which continues to increase. Ridwan (2023) found that leadership influences team performance. Yeddafrinova et al. (2023) explain that there is a significant favourable influence of leader behaviour on team performance. Research by Jia et al. (2020) found a positive relationship between ambidextrous leadership and organizational innovation performance. Research by Bawono et al. (2022) explains that ambidextrous leadership influences company performance. Ijigu et al. (2022) also explained the relationship between ambidextrous leadership and high-performance work system (HPWS) relationships. Several explanations regarding ambidextrous leadership and performance from previous research produce the following hypothesis.

H1: Ambidextrous leadership has a significant positive effect on team performance.

E. The Influence of Ambidextrous Leadership on Creativity and Innovation

Ambidextrous leadership is the interaction of two behaviours, namely open and complementary leadership, in the form of opening and closing, as a form of exploration and exploitation to encourage employees to proactively look for the latest ideas and solutions (Andrini & Susanto, 2022). Creativity and innovation are defined as the process, results and products of efforts to develop and introduce new and better ways of doing things (Klicheva & Klicheva, 2020). From these two explanations, a leader can use opening and closing behaviour to encourage someone to be creative and innovative. Riansyah and Sya'roni (2017) stated that factors influence creativity and innovation due to the leader's ability to shape organizational values and goals to manage creativity and innovation. Adiguzel's (2019) research found that leadership effectiveness positively impacts communication, team creativity and innovation. Ahmad et al. (2022) explained that leaders' opening and closing behaviours can positively influence service innovation capabilities. Dwidienawati et al. (2020) found that ambidextrous leadership positively correlates with team creativity and innovation. Jia et al. (2020) found a positive relationship between ambidextrous

leadership and organizational innovation performance. Yeddafrinova et al. (2023) stated that leaders positively influence team creativity. Based on this research, creativity and innovation can be influenced by an ambidextrous leadership style, so the hypothesis formulation is as follows:

H2: Ambidextrous leadership has a significant positive effect on creativity and innovation.

F. The Influence of Creativity and Innovation on Team Performance

Creativity and innovation produce new ideas, theories, hypotheses and methods for managing an organization (Winardi, 2003). Team performance is the harmonization of organizational members in increasing contribution, interaction, member cohesiveness, quality, knowledge, skills, or abilities to relevant abilities in completing work (Nurung et al., 2021). Astusti et al. (2019) explained that performance could be achieved through creativity, innovative behaviour and satisfaction. Apart from that, creativity and innovation can also influence team performance to get good performance results. Noor et al. (2023) stated that innovation and creativity factors can influence performance because they create a competitive advantage for the organization. Completing this task well can be encouraged through creativity and innovation from the team. Nita and Kistyanto (2013) explained that better team performance is determined by highly innovative behaviour. Yeddafrinova et al.'s research. (2023) found that team creativity directly influences team performance. Dwidienawati et al. (2020) found that team innovation influenced team performance. Astuti et al. (2019) found that creativity and innovative behaviour positively affect employee performance. Then, Riansyah and Sya'Roni (2017) found that creativity and innovation have significant implications for performance. Based on theory and previous research, it can be concluded that there is an influence of creativity and innovation on team performance with the hypothesis, namely

H3: Creativity and innovation have a significant positive effect on team performance.

G. the Influence of Ambidextrous Leadership on Team Performance mediated by Creativity and Innovation

Ambidextrous leadership is a leadership style with opening and closing behaviour to encourage innovation and teams (Zacher & Rosing, 2015). Adrini and Susanto (2022) explain that two ambidextrous leadership styles encourage exploration and exploitation, so employees actively look for the latest ideas and solutions. Employees are encouraged to be creative and innovative for the organization. Creativity and innovation are processes, results and products of efforts to develop and introduce new, better ways (Klicheva & Klicheva, 2020). Creativity and innovation abilities can produce good team performance. Noor et al. (2023) stated that the factors that influence team performance are creativity, innovation, and leadership style. Yeddafrinova et al.'s research. (2023) found that leader behaviour indirectly significantly influences team performance through the creativity variable. Ridwan (2023) explains that creative thinking indirectly improves leadership and team performance. Research by Purwadita et al. (2018) found the role of innovation as a mediator in the relationship between leadership and team performance. Nita and Kistyanto (2013) stated that the higher the innovative behaviour, the higher the team performance. Research by Kadar et al. (2023) showed that innovative work behaviour mediates entrepreneurial leadership on the performance of Jambi Batik SMEs. From the theoretical explanation and previous research, the hypothesis formulation is as follows:

H4: Creativity and innovation mediate the effect of ambidextrous leadership on team performance.

3. RESEARCH METHOD

This study uses a quantitative approach. Quantitative research is a type of research that carries out numerical data collection and statistical-based analysis to explain phenomena (Kuncoro, 2003). The type of research used is associative-causal, which examines the influence of one or two variables on other variables (Wagiran, 2013). The population of this research is the management employees of the Bilebante Green Tourism Village, Central Lombok, who are divided into several people in the core team and several divisions. Existing divisions include home stay, therapist/SPA, fishery market, herbal garden, bicycles and ATVs, transportation, culinary, promotion and IT, and arts and culture, totaling 99 people. The questionnaire consists of statements with 41 items; then, the research data is analyzed using the Partial Least Square-Structural Equation Model (PLS-SEM) with smart PLS software.

4. RESULT

The results of this research were analyzed using the Partial Least Square (PLS) method to test the research hypothesis stated previously. Hypothesis testing can be done through t-statistical values and probability values through Bootstrapping which can be seen in the following image:

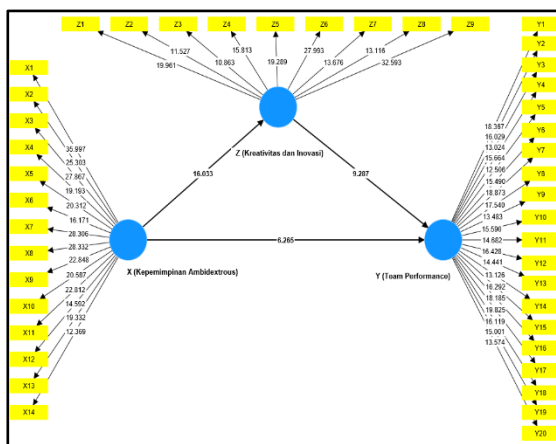


Figure 1. Path Coefficient

Table 4. Hypothesis Test Results

Relations	Coefficients	T Statistic	P Value	
X -> Y	0.424	6.265	0.000	Accepted
X -> Z	0.706	16.033	0.000	Accepted
Z -> Y	0.541	9.287	0.000	Accepted
X -> Z -> Y	0,381	7.560	0,000	Accepted

Based on the table above, the influence between variables can be explained as follows:

1. Testing the hypothesis of the influence of ambidextrous leadership on team performance produces a correlation coefficient of 0.424 so that ambidextrous leadership has a positive effect on team performance. The statistical t-value obtained was 6.265 (>t-critical 1.96) with a p-value of 0.000<0.050, so the influence of ambidextrous leadership on team performance is significant. Thus, hypothesis 1 (H1) states that ambidextrous leadership positively and significantly affects team performance, which is accepted.
2. Testing the hypothesis of the influence of ambidextrous leadership on creativity and innovation produces a correlation coefficient value of 0.706, so ambidextrous leadership has a positive effect on creativity and innovation. The statistical t-value obtained was 16.033 (>t-critical 1.96) with a p-value of 0.000<0.050, so the influence of ambidextrous leadership on creativity and

innovation is significant. Thus, hypothesis 2 (H2) states that ambidextrous leadership positively and significantly affects creativity and innovation.

3. Testing the hypothesis of the influence of creativity and innovation on team performance produces a correlation coefficient of 0.541 so that creativity and innovation positively affect team performance. The statistical t-value is 9.287 ($>t$ -critical 1.96) with a p-value of $0.000 < 0.050$, so the influence of creativity and innovation on team performance is significant. Thus, hypothesis 3 (H3), which states that creativity and innovation have a positive and significant effect on team performance is accepted.
4. Ambidextrous leadership on team performance through creativity and innovation obtained a correlation value of 0.382 with a t statistic of $7.560 > 1.96$ and a p-value of $0.000 < 0.050$, so there is a significant positive indirect effect between ambidextrous leadership on team performance through creativity and innovation.

5. DISCUSSION

A. The Effect of Ambidextrous Leadership on Team Performance

The analysis results show that ambidextrous leadership has a positive and significant influence on team performance, which means that the more influential the implementation of ambidextrous leadership, the more team performance will increase. Conversely, the less effective the implementation of ambidextrous leadership, the team performance will decrease. This can be influenced by open and closed behaviour, which managers can change flexibly to encourage team performance. Team performance can be predicted positively because self-regulation inherent in the leadership process can shape team behaviour in team reflexivity (Lyubovnikova et al., 2015). Roa and Abdul's research (2015) found that committed leadership will perform better and has a direct positive relationship with team performance. A flexible and ambidextrous leadership style, namely being able to apply open behaviour through accepting ideas or suggestions from employees and maintaining control over employee work, can be a form of leader commitment to encourage the performance of employee teams so that they participate in management—tourist village. This research supports the research results of Ridwan (2023), who found that leadership influences team performance, meaning that the better the implementation of ambidextrous leadership, the higher the team performance will be. Similar results were also obtained by Yeddafrinova et al. (2023), who explain that leader behaviour has a significant favourable influence on team performance. Research conducted by Jia et al. (2020) also found a positive relationship between ambidextrous leadership and organizational innovation performance. Bawono et al. also did something similar. (2022) explains that ambidextrous leadership influences company performance. Ijigu et al. (2022) also explain that there is a relationship between ambidextrous leadership and a relationship between high-performance work systems.

B. The Influence of Ambidextrous Leadership on Creativity and Innovation

The results of the analysis show that ambidextrous leadership has a positive and significant influence on creativity and innovation, which means that the more effective the application of ambidextrous leadership, the more creativity and innovation in managing the Bilebante Green Tourism Village, Central Lombok will increase. On the other hand, implementing the ambidextrous policy is increasingly less effective, thereby reducing the creativity and innovation of the Bilebante Green Tourism Village, Central Lombok managers. This research supports the results of Adiguzel (2019), who found that leadership effectiveness positively impacts communication, team creativity, and innovation, which means that the better the implementation of the ambidextrous policy, the higher the creativity and innovation. Similar results were also obtained by Ahmad et al. (2022), who explained that leaders' opening and closing behaviour can positively influence service innovation capabilities. Research conducted by Dwidienawati et al. (2020) also found that

ambidextrous leadership has a positive relationship with team creativity and team innovation. Jia et al. (2020) also did the same thing, who found a positive relationship between ambidextrous leadership and organizational innovation performance. Yeddafrinova et al. (2023) also stated that leaders positively influence team creativity. Based on this research, creativity and innovation can be influenced by an ambidextrous leadership style.

C. The Influence of Creativity and Innovation on Team Performance

The analysis results show that creativity and innovation on team performance have a positive and significant influence, which means that the higher the management's creativity and innovation, the greater the management team's performance in the Bilebante Green Tourism Village, Central Lombok. On the other hand, the lower the creativity and innovation of the management, the lower the team performance in the Bilebante Green Tourism Village, Central Lombok. This research supports the results of Astuti et al. (2019), who explained that performance could be achieved through creativity, innovative behaviour, and satisfaction. Yeddafrinova et al.'s research. (2023) found that team creativity directly influences team performance, meaning that the higher the creativity and innovation, the higher the team performance. Dwidienawati et al. (2020) also obtained similar results, which found that team innovation influenced team performance. Astuti et al. (2019) found that creativity and innovative behaviour positively affect employee performance. Then, Riansyah and Sya'Roni (2017) found that creativity and innovation have significant implications for performance. The same thing was done by Noor et al. (2023), which state that innovation and creativity can influence performance because they create a competitive advantage for the organization. Completing this task well can be encouraged through creativity and innovation from the team. Nita and Kistyanto (2013) also explained that better team performance is determined by highly innovative behaviour.

D. The Role of Creativity and Innovation in Mediating the Effect of Ambidextrous Leadership on Team Performance

The analysis results show that creativity and innovation can mediate the influence of ambidextrous leadership on team performance, which means that the higher the level of ambidextrous leadership, the higher the level of creativity and innovation in management employees, the higher the team performance. This is because ambidextrous leadership is a leadership style with open and closed behaviour to encourage innovation and teams (Zacher & Rosing, 2015). Furthermore, an ambidextrous leadership style encourages exploration and exploitation, so employees actively seek the latest ideas and solutions. Employees are encouraged to be creative and innovative for the organization. Creativity and innovation are processes, results and products of efforts to develop and introduce new, better ways (Klicheva & Klicheva, 2020). Encouragement from management leaders is an adequate criterion in the open behaviour indicators of ambidextrous leadership, which shows support for employee creativity and innovation. This encouragement is a form of leadership factor, namely intellectual stimulation, so that employees can be creative and innovative to advance their beliefs and values and their leaders through testing and developing new ways or approaches in the work environment (Feranita et al., 2015). Shin and Eom's (2014) findings show that team creative performance has a positive relationship through the existence of a creative team and risk-taking norms, as well as through team proactivity as a mediation that can support team creative performance. Management employees and their teams can be proactive and able to convey their creativity and dare to take risks for the sake of management continuity in the work environment, which can be seen from the high criteria for idea generation indicators. To create good team performance, employees can contribute to team performance. Employees can improve team performance by implementing ambidextrous leadership that is in line with the implementation of indicators for generating ideas for creativity and innovation. The results of this study support the research of Noor et al. (2023), which states that the factors that influence team performance are

creativity and innovation, as well as leadership style. Similar research conducted by Yeddabrinova et al. (2023) found that leader behaviour indirectly significantly positively influences team performance through the creativity variable. Ridwan (2023) explains that creative thinking indirectly improves leadership and team performance. Research by Purwadita et al. (2018) found the role of innovation as a mediator in the relationship between leadership and team performance. Nita and Kistyanto (2013) stated that the higher the innovative behaviour, the higher the team performance. Kadar et al. (2023) also found that innovative work behaviour mediates entrepreneurial leadership on performance.

6. CONCLUSION AND RECOMMENDATION

Based on the research results, it can be concluded as follows:

1. Ambidextrous leadership on team performance has a positive and significant influence, which means that the more influential the implementation of ambidextrous leadership in the Bilebante Green Tourism Village, Central Lombok, the more the performance of the management employee team will increase.
2. Ambidextrous leadership on creativity and innovation has a positive and significant influence, which means that the more influential the implementation of ambidextrous leadership in the Bilebante Green Tourism Village, Central Lombok, the higher the creativity and innovation of the employees managing the Bilebante Green Tourism Village, Central Lombok will increase.
3. Creativity and innovation on team performance have a positive and significant influence, which means that the higher the management's creativity and innovation, the team of management employees in the Bilebante Green Tourism Village, Central Lombok will increase.
4. Creativity and innovation can mediate the influence of ambidextrous leadership on team performance, meaning that the higher the ambidextrous leadership implemented by the head of the Bilebante Green Tourism Village, Central Lombok, the higher the level of creativity and innovation in employee management, the more the team performance will increase.
5. The lowest average score with a value of 3.87 on the team performance variable recommends that managers provide training and education to encourage motivation and trust in team members to build good team performance.
6. The lowest average value of the ambidextrous leadership variable is 2.99. It is recommended that the head of management pay attention to implementing better SOPs, work program plans that have been made, equality or uniformity in completing work, and providing punishments or sanctions.
7. The lowest average score for creativity and innovation is 3.92 in the creativity and innovation variable, so it is recommended that management always involve all employees in the program evaluation process regularly with stakeholders, either directly or via WhatsApp Group media.
8. Ambidextrous leadership with open and closed behavioural styles can be carried out in the Bilebante Green Tourism Village, Central Lombok or other organizations to encourage creativity and innovation to improve team performance.

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