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THE ROLE OF SHARED LEADERSHIP TOWARDS INDIVIDUAL INNOVATION IN WORK MEDIATED BY AMBIDEXTERITY AND QUALITY MANAGEMENT IN THE PND ICE MAKING SYSTEM

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ABSTRACT

This study aims to examine the role of Shared Leadership on Individual Innovation in working in mediation by Ambidexterity and Quality Management at the PND Ice Making Systems company. The variables studied were Shared Leadership (X1), Ambidexteruty (Z1), Quality Management (Z2) and Individual Innovation (Y). The analytical tool used is analysis using SEM-PLS. The population in this study used a saturated sampling technique, namely all PND Ice Making Systems employees totaling 50 respondents. The results showed that Shared Leadership has a significant and positive effect on Ambidexterity, Ambidexterity has a significant and positive effect on Individual Innovation in PND, Quality Management has a significant and positive effect on Ambidexterity, Shared Leadership has a significant and positive effect on Quality Management, Shared Leadership has a significant and positive effect on Individual Innovation mediated by Ambidexterity significantly and positively, Shared Leadership has a significant and positive effect on Individual Innovation mediated by Ambidexterity and Quality Management
Keywords: Shared Leadership, Individual Innovation, Ambidexterity, and Quality Management

INTRODUCTION

Industrial Revolution 4.0 (IR4.0) requires companies to increase their competitiveness, apart from products and services, but also their human resources must be competitive. Human resources are the most important part of every organization and if this part is of better quality the chances of the organization's success will increase (Fadhlan et al., 2022). In addition to increasing company competitiveness, competitive strategies and management practices also play a role in increasing competitive advantage. One of the benefits of the industrial revolution 4.0 is being able to meet individual customer needs, engineering and business processes become dynamic and decision making becomes more optimal, giving rise to new business models and new ways to create added value (Fadhlan et al., 2022). However, at the end of 2019, the world was hit by the Covid pandemic so that many activities of various companies were restricted. And the impact of these restrictions is the phenomenon of companies experiencing a decline in transactions. However, in contrast to the conditions experienced by the PND Ice Making Systems company, it turns out that sales transactions are still increasing.

This is quite interesting to carry out research on how the PND Ice Making Systems company was able to survive and experience improvement, while the phenomenon that occurred in other companies experienced a decline in the 2019 Covid pandemic era. PND Ice Making Systems is a company that provides international standard ice machines, provides consulting services, as ice factory contractor and sales of ice machine spare parts. Even in the midst of the current pandemic, the PND Ice Making Systems company continues to innovate by providing excellent service to company partners as a form of commitment that has been established so far. Because a company is declared superior in competition when the company's activities create economic value that exceeds customer expectations (Fadhlan et al., 2022).

This research aims to determine the role of Shared Leadership at the PND Ice Making Systems company on individual innovation at work which is mediated by ambidexterity and quality management. Ambidexterity is seen as a dynamic ability to adapt to the competitive landscape by carrying out a process of exploration activities for the development of new business units and exploitation activities by looking at the processes, organizational structure and organizational culture that support the achievement process (Salas-Vallina & Alegre, 2021), (Salas-Vallina &

Alegre, 2021). The ability to find a relevant balance between exploration and exploitation practices is defined as ambidexterity (Tushman & Euchner, 2015). Meanwhile, quality management is an organizational effort to improve the quality of the products or services provided, so that quality is the most important achievement as a driver and one of the highest elements in the sustainable leadership pyramid (Gerard et al., 2017). Therefore, these two variables are believed to have an important role in mediating the influence of leadership on innovation. Since it can generally be said that innovation contributes to business performance, companies should adopt several types of innovation over time that enable companies to achieve competitive advantage and develop company performance (Guo et al., 2023).

Innovation in the workplace involves the creation, maintenance, and implementation of ideas, which in turn improve an organization's products, processes, and work methods (Antonio et al., 2021), where the factors that influence innovative work behavior have been studied in leadership roles, including transformational leadership (Carrillo et al., 2023), ethical (Koesworo et al., 2022), and servant leadership (Otniel & Ardi, 2022). Diversity leadership has been the focus of recent research that facilitates innovation in ideas and risk taking in organizations, making them more effective, and enhancing existing knowledge and skills in organizations (Birkinshaw & Duke, 2013). Apart from leadership ambivalence, there are several studies that focus on the role of organizational context in producing employee ambivalence (Irum Jabeen et al, 2023).

Apart from that, companies with quality management can also add more value compared to competing companies, because quality management is a management system that requires the development of several organizational management practices (Chansatitporn & Pobkeeree, 2020). So the most common development management is leadership, human resource management, planning, information and analysis, process management, supplier management, customer or stakeholder alignment, and organizational planning so that optimal quality management helps companies stay ahead (Martin et al., 2021). Therefore, this research is expected to provide new insight into how shared leadership can influence individual innovation in work mediated by ambidexterity and quality management at PND Ice Making Systems. It is hoped that the results of this research can provide practical implications for the development of leadership and quality management practices to spur individual innovation within the PND Ice Making Systems company organization.

LITERATURE REVIEW

Leadership is a form of domination that is based on personal capability/ability, namely being able to encourage and invite other people to do something to achieve a common goal (Kartono, 2013). Leadership can give employees the tools or skills to redefine the employee's vision and mission through interpersonal relationships and communication, and can transform other employees into true leaders. However, there are still many challenges that managers must communicate to employees about their contribution to organizational performance and people with key leadership qualities are positive and think about how things are possible (Barker et al., 2006; Ekmekcioglu et al., 2018). Other interesting leadership qualities include respect for the expertise or skills of others in the organization and an understanding of the personal impact and influence on other colleagues (Zhu et al., 2018) which is called shared leadership. The research results of Hardacre et al. (2011) found that shared leadership is needed to improve organizations, where human resource management quality indicators are used to measure various aspects of behavior in work life, namely fostering creativity, networking to exchange ideas, fostering cooperation and trust, and instilling trust in others while inspiring others to participate, so that Hauschildt and Konradt (2012) state that leadership is a latent and multidimensional structure.

Ambidexterity (ambidextrous) refers to an organization's ability to integrate and optimize innovation and exploitation, that is, combining the ability to produce and develop new products or services (innovation) and maintain and improve existing ones (exploitation) (Rosing, et al., 2011). Pertusa-Ortega et al., (2020) stated that ambidexterity research is mostly at the organizational level and ignores the role of the individuals involved in it (Ahmad et al., 2022).

H1: Shared Leadership influences Ambidexterity in PND Ice Making Systems

Research on ambidexterity also reveals that ambidexterity has several levels of importance not only at the organizational level, but also at the individual level (Rosing & Zacher, 2017), so these findings suggest that employees should be encouraged to demonstrate both explorative and exploitative behavior at a high level at work. daily to achieve innovation and produce high individual performance. As Suryana (2014) states that innovation is the ability to apply creativity into something that can be implemented and provide added value to the resources owned. Innovation is the emergence of something new, for example in the form of a new idea, a new theory, a new hypothesis, or a new method for managing an organization and business. So in the context of individual innovation, ambidexterity can influence individual innovation by enabling individuals to explore new ideas and utilize the knowledge and skills they already have to create new ideas that are beneficial for the organization (Jansen, et al., 2008).

H2: Ambidexterity influences Individual Innovation in PND Ice Making Systems

Quality Management has a significant influence on ambidexterity or an organization's ability to combine and integrate innovation and efficiency (Huang, et al., 2013; Kaplan.D, M., & Söylemez, A., 2015) because the results of research conducted by Santos-Vijande, M. L., López-Sánchez, J. Á., & Trespalacios, J. A. (2019) show that effective quality management practices can support ambidexterity and improve organizational performance. This is supported by the research results of Verma, R., & Gustafsson, A. (2016) and reinforced by the research of Prasetya, A., & Subekti, I. (2017) which shows that good quality management can contribute to ambidexterity and improve performance organization.

H3: Quality Management influences Ambidexterity in PND Ice Making Systems

Staff must be involved at several levels in planning, directing and improving the company's quality management (Luke & Zackarie, 2011; Pati, 2012; Jurburg et al., 2019). According to Avery & Bergsteiner (2011) Quality is the most important achievement as a lead and one of the highest elements in the sustainable leadership pyramid so that Avery & Bergsteiner (2011) emphasizes that organizational behavior and management attitudes, as well as changes brought about by individuals, help develop the work environment new, better, and safer for the institution, resulting in higher quality production and hardacre et al. (2011) found that shared leadership is needed to improve organizations.

H4: Shared Leadership influences Quality Management in PND Ice Making Systems

In the context of shared leadership, each team member has an active role in decision making and problem solving, so they have the opportunity to contribute to exploration and exploitation, thus allowing each individual in the team to develop the skills and abilities necessary to integrate these two things (Zhang, X., & Bartol, K. M., 2010; Jansen, et al., 2008; to innovate through ambidexterity.

H5: Shared Leadership influences Individual Innovation in PND Ice Making Systems mediated by Ambidexterity

In the context of quality management, organizations focus on improving the quality of products and services produced, and this allows each individual in the organization to pay attention to small details and create innovative ideas to improve the quality of products and services produced (Fong, C. J., & Snape, E., 2015), therefore shared leadership can have a positive impact on individual innovation in organizations, and the effect can be mediated by quality management and Ambidexterity (Li, Y., et al., 2017).

H6: Shared Leadership influences Individual Innovation in the PND Ice Making System mediated by Ambidexterity and Quality Management.

RESEARCH METHODS

This research is quantitative research which applies the use of questionnaires and data in the form of numbers, tabulations, calculations using a statistical analysis system whose results become the basis for analysis and drawing conclusions (Jayusman & Shavab, 2020). The research sample intended as respondents in this study were all employees who worked at the PND Ice Making System company. The sampling technique used in this research was a saturated sampling method with the following criteria: 200 employees of the PND Ice Making System company were registered as employees. In this research, the questionnaire prepared consists of closed

statements related to the research variables. Questionnaire responses use a five-range Likert scale. The Likert scale is used to measure the level of respondents' attitudes, respondents opinions, and respondents' perceptions which will be measured and described by researchers (Siwi, 2021). The data analysis technique in this research uses SmartPLS. Partial Least Square (PLS), is an alternative to structural equation modeling (SEM), which is a multivariate analysis to determine the relationship between variables. Because PLS is a predictive model, while SEM is covariance-based (Yahya, 2021).

RESULT AND DISCUSSION

The measurement of the significance of the prediction model in testing the structural model can be seen from the p-value and t-statistic value. The p-value will have a significant influence if the value is smaller than 0.05 or 5%, whereas if the p-value is greater than 0.05 then it will have an insignificant influence. The t-statistic value will have a significant influence if the value is greater than 1.96, whereas if the t-statistic value is smaller than 1.96 then it means there is no significant effect (Ghozali, 2014). The measurement of positive influence can be seen from the original sample value shown in table 1.2 path coefficient. If the original sample value is positive then the direction of influence is positive, and if the original sample value is negative then the direction of influence is negative.

Table 1.2 Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Ambidexterity (Z2) -> Individual Innovation (Y4)	0.647	0.650	0.063	10.287	0.000
Quality Management (Z3) -> Ambidexterity (Z2)	0.560	0.553	0.136	4.112	0.000
Shared Leadership (X1) -> Ambidexterity (Z2)	0.349	0.354	0.154	2.271	0.024
Shared Leadership (X1) -> Quality Management (Z3)	0.842	0.840	0.029	28.636	0.000
Shared Leadership (X1) -> Quality Management (Z3) -> Ambidexterity (Z2) -> Individual Innovation (Y4)	0.305	0.303	0.085	3.601	0.000
Shared Leadership (X1) -> Ambidexterity (Z2) -> Individual Innovation (Y4)	0.225	0.229	0.101	2.226	0.026

The results of the first hypothesis based on table 1.2 show that the original sample value is 0.349, meaning the direction of influence is positive, and the p-value is 0.024, which is smaller than 0.05, meaning the relationship has a significant influence. The direction of influence of the original sample value shows a positive value, meaning that if there is an increase in the Shared Leadership variable while the other variables remain constant, the Ambidexterity value will increase by 0.349 or 34.9%. The positive direction shows that Shared Leadership has a positive effect on Ambidexterity. Based on the test results, it can be concluded that the first hypothesis is accepted, so this research is in accordance with the results of previous research conducted by Gibson, C.B. & Birkinshaw, J. (2004) and Zhang, X., & Bartol, K.M. (2010).

The results of this first hypothesis support the managerial implementation at PND Ice making systems in daily life which prioritizes goal orientation with team internship and continuous internship patterns, where authority in achieving goals is distributed to the leaders of each team, so that each team member also has responsibility. to share

knowledge and experience such as seminar material, work reports that have been prepared and validated by their superiors. All shared files are documented in a tool called a knowledge bank. Because in the internship that has been formed, they only want to get information related to the company's goals, while regarding the method of achieving it, they want to be given the freedom to explore their ideas. On the other hand, the highest leadership of PND Ice Making Systems distributes authority at the levels they carry so as to encourage flexibility and adaptation within the company which has an impact on the active involvement of each team member as well as encouraging initiative, creativity and the courage to take risks in looking for new ways. to increase effectiveness and efficiency.

The results of the second hypothesis based on table 1.2 show that the original sample value is 0.560, meaning the direction of influence is positive and the p-value of 0.000 is smaller than 0.05, meaning the hypothesized relationship has a significant influence. The direction of influence of the original sample value shows a positive value, meaning that if there is an increase in the Quality Management variable while other variables remain constant, the Ambidexterity value will increase by 0.560 or 56.0%. The positive direction shows that Quality Management has a positive effect on Ambidexterity. Based on the test results, it can be concluded that the second hypothesis is accepted, so it is in accordance with the results of previous research conducted by Huang, J.C., Newell, W.T., & Newel, S.J. (2013) and research conducted by Demirbag Kaplan., M., & Söylemez, A. (2015) and Santos-Vijande, M. L., López-Sánchez, J. Á., & Trespalacios, J. A. (2019).

The results of this second hypothesis show that the PND Ice Making Systems Company based on the principles and practices that have been implemented so far is improving the quality of the company's products and organizational processes in several ways, namely: 1) increasing efficiency; 2) improving product and service quality: 3) increasing employee involvement to participate in operational efficiency efforts and innovation exploration; 4) maintain a culture of innovation.

The third hypothesis based on table 1.2 shows that the original sample value is 0.647, meaning the direction of influence is positive and the p-value of 0.000 is smaller than 0.05, meaning the hypothesized relationship has a significant influence. The direction of influence of the original sample value shows a positive value, meaning that if there is an increase in the Ambidexterity variable while the other variables remain constant, the Individual Innovation value will increase by 0.647 or 64.7%. The positive direction shows that Ambidexterity has a positive effect on Individual Innovation. Based on the test results, it can be concluded that the third hypothesis is accepted, so it is in accordance with the results of research conducted by (Rosing & Zacher, 2017) and Jansen, et al,. (2008).

The results of this third hypothesis can support that 91% of the team formed at PND Ice Making Systems are aged 21 (twenty one) years to 30 (thirty) years so that on average they don't like information that is too detailed, because they prefer to just given company goals and then they ask to be given the opportunity to explore new ideas that become their personal innovations in order to achieve the goals set by the company.

The fourth hypothesis based on table 1.2 shows that the original sample value is 0.842, meaning the direction of influence is positive and the p-value of 0.000 is smaller than 0.05, meaning the hypothesized relationship has a significant influence. The direction of influence of the original sample value shows a positive value, meaning that if there is an increase in the Shared Leadership variable while the other variables remain constant, the Quality Management value will increase by 0.842 or 84.2%. The positive direction shows that Shared Leadership has a positive effect on Quality Management. Based on the test results, it can be concluded that the fourth hypothesis is accepted, so it is in accordance with the results of previous research conducted by Li, X., & Shi, J. (2019), Zhu, J., Liao, Z., & Zhao, X. (2020). Dan Liu, Y., & Zhan, X. (2018).

The results of this fourth hypothesis can show that the work culture established in the PND Ice Making Systems company is that each team member has the responsibility to ensure that the products and services produced meet the quality standards set by the organization. This allows for better collaboration between team members in ensuring the quality of the products and services produced. Therefore, it can help speed up the identification and resolution of quality-related problems. In the shared leadership model, each team member has active involvement in monitoring the quality of products and services, so that when problems occur, they can be quickly identified and resolved by the team.

The fifth hypothesis is the indirect influence of the Shared Leadership variable on Individual Innovation through Ambidexterity which is shown in table 1.3, the original sample value is 0.225, which means that if Shared Leadership increases by one unit, Individual Innovation can increase indirectly through Ambidexterity by 22.5%, and has a positive direction of influence. The p-value of 0.026 is smaller than 0.05, meaning that the hypothesized relationship has a significant influence. This is in accordance with the results of research conducted by Zhang, (2007).

The results of this fifth hypothesis indicate that the leadership model implemented at PND Ice Making Systems has so far involved all team members in decision making and problem solving, while the team leader has the organizational ability to integrate and optimize exploration (innovation) and exploitation (utilization of existing resources). So it can influence individual innovation through ambidexterity because each team member plays a role in maintaining a balance between exploration and exploitation.

The sixth hypothesis is that the indirect influence of the Shared Leadership variable on Individual Innovation is mediated by Ambidexterity and Quality Management which is shown in table 1.3. The original sample value is 0.305, which means that if Shared Leadership increases by one unit, Individual Innovation can increase indirectly through Ambidexterity and Quality Management. of 30.5%, and the direction of this influence is positive. A p-value of 0.000 is smaller than 0.05, meaning the hypothesized relationship has a significant influence. Based on the test results, it can be concluded that the sixth hypothesis is accepted, so it is in accordance with the results of research conducted by Li, Y., Sun, J., & Chen, Z. and Fong, C. J., & Snape, E. (2015).

The results of this sixth hypothesis can show that the quality management implemented by PND Ice Making Systems and the ambidexterity that is built can mediate the influence of shared leadership on Individual Innovation by providing the framework and standards needed to develop creative and innovative solutions. Because organizational culture focuses on improving the quality of products and services produced, exploring and exploiting team members' ideas, this allows each individual in the organization to pay attention to small details and create innovative ideas to improve the quality of products and services.

CONCLUSIONS AND PRACTICAL IMPLICATION

Based on the results of the research and discussion, several conclusions can be drawn as follows:

1. In PND Ice Making Systems, Shared Leadership has a significant and positive effect on Ambidexterity.
2. In PND Ice Making Systems, Ambidexterity influences Individual Innovation in PND significantly and positively.
3. In PND Ice Making Systems, Quality Management has a significant and positive effect on Ambidexterity.
4. At PND Ice Making Systems, Shared Leadership has a significant and positive effect on Quality Management.
5. In PND Ice Making Systems, Shared Leadership has a significant and positive effect on Individual Innovation mediated by Ambidexterity.
6. In the PND Ice Making Systems, Shared Leadership influences Individual Innovation in the PND Ice Making Systems mediated by Ambidexterity and Quality Management significantly and positively.

Thus, it shows that the results of the model construct in this research are:

1. PND Ice Making Systems company leaders are considered to facilitate discussion and collaboration between team members to achieve common goals, apart from acting as mentors and guides for team members to help all employees to develop and achieve team members personal goals.
2. In order to achieve a common understanding regarding the goals of the organization or team, the PND Ice Making Systems company leader has improved the onboarding process so that every staff, both on permanent contracts and internships, can get clarity about the company's goals/objectives, where

previously only a brief briefing was carried out, with the results of this research will be developed with various activities that are clear or directed at measurable goals/objectives.

3. PND Ice Making Systems company leaders are considered to be responding to changes in the business environment such as increased competition, technological changes, or changing regulations. Apart from that, the leader of the PND Ice Making Systems company is also considered to be managing growth and change in the scale and scope of operations. By maintaining a pattern of openness to change and the ability to maintain existing resources. With the results of this research, we will implement a Performance Appraisal System which is carried out every month to be able to know specific goals/objectives with the hope of being able to measure their achievements systematically, there is intensive communication between superiors and subordinates and each employee understands what the key to success is.
4. PND Ice Making Systems company leaders will further encourage the development and application of innovation in production and service processes to improve the quality of the products and services offered. Through the forum innovation program which will be held once a month. In the current conditions there are 2 (two) innovation topics which are improvements to things that are already running and things that don't yet exist. In this forum, each individual and group is encouraged to convey their ideas, then criticized by other colleagues.
5. PND Ice Making Systems company employees will continue to be looked after and have their abilities enhanced in terms of expanding networks and collaborating with people outside the company organization to obtain new ideas. For this reason, a "communication skills" training program will be prepared for all employees at various levels to have the ability to communicate clearly and effectively.

The limitation of this research is that it only examines the role of shared leadership, quality management, and ambidexterity which influence individual innovation. There are still other factors that can influence individual innovation, for example transformation leadership factors or other factors, so further research needs to be done to perfect this research.

The results of this research can also provide advice to companies to always pay attention to every decision taken and its consequences, because some of these decisions can simultaneously have positive and negative impacts on the company. The results of this research will be very important because the strategic steps taken are not based on assumptions but based on data and evidence so that in making policies we do not use a trial and error system. Future researchers can use the same analysis model for different populations and variables. Researchers suggest using variables that are more directly related to the condition of the company being studied so that the research results can be used as a means of evaluation to improve the company's management strategy.

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