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The Role of Employee Ambidexterity and Service Performance: Mediated by Career Decision-Making Self-Efficacy and Moderated by Service Climate

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Abstract

The heavy equipment and automotive industries are characterized by work demands that require employees to adapt to changing customer needs, maintain work efficiency, and provide high-quality services. These conditions highlight the importance of human resource management in strengthening employees' adaptive capabilities and service performance. This study aims to examine the effect of High Performance Work System (HPWS) on employee ambidexterity, Career Decision-Making Self-Efficacy (CDMSE), and service performance, as well as to investigate the mediating role of CDMSE and the moderating role of service climate in the heavy equipment and automotive industries in the Jabodetabek region of Indonesia. A quantitative approach was employed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). Data were collected through an online questionnaire from 230 employees selected using purposive sampling. The results indicate that HPWS has a positive and significant effect on employee ambidexterity and CDMSE. CDMSE has a significant effect on service performance, but in a negative direction. CDMSE also significantly mediates the relationship between HPWS and service performance with a negative direction. Furthermore, service climate significantly moderates the relationship between HPWS and CDMSE in a negative direction, but does not moderate the relationship between CDMSE and service performance. These findings indicate that HPWS plays an important role in strengthening employees' adaptive capabilities and career self-efficacy, while improving service performance requires additional operational and organizational support.

Keywords: ***High Performance Work System, Employee Ambidexterity, Career Decision-Making Self-Efficacy, Service Climate, Service Performance.***

I. INTRODUCTION

In the service industry particularly within the heavy equipment and automotive sectors service performance is a critical factor in determining an organization's success and sustainability. Service performance is reflected in employees' ability to understand customer needs, provide appropriate solutions, and establish effective service interactions. Optimal service performance can enhance customer satisfaction and loyalty while simultaneously strengthening the company's competitiveness. Therefore, the heavy equipment and automotive industries need to implement human resource management (HRM) practices that enhance employee competence, motivation, and service quality (Chang et al., 2024; Liao et al., 2009; Wu et al., 2021). One crucial capability for meeting the demands of a dynamic industry is employee ambidexterity the ability of employees to balance activities of exploration and exploitation. Exploitation involves leveraging existing knowledge and procedures to enhance efficiency, whereas exploration entails seeking new ideas and work methods to generate innovation (Caniëls et al., 2017; Gibson & Birkinshaw, 2004; Raisch & Birkinshaw, 2008). In this context, high performance work systems (HPWS) comprising training, development, performance appraisal, rewards, participation, and career development can enhance employees' abilities, motivation, and opportunities to contribute optimally. The implementation of HPWS is expected to foster adaptive, innovative, and productive work behaviors, thereby enhancing employee ambidexterity (Asante et al., 2023; Fu et al., 2015; Jiang & Messersmith, 2017).

In addition to supporting employee ambidexterity, HPWS has the potential to enhance career decision-making self-efficacy (CDMSE) an individual's belief in their ability to make career decisions effectively (Bandura, 1977; Betz & Hackett, 2006). Training, work experience, rewards, and development opportunities provided through HPWS can strengthen employees' competencies and their confidence in their own abilities. Furthermore, CDMSE has the potential to improve service performance, as employees with high self-efficacy are better equipped to handle job demands, overcome obstacles, make decisions, and deliver services effectively (Alessandri et al., 2014; Kautish et al., 2022; Wang, 2024). Thus, CDMSE serves as a mechanism explaining how HPWS can enhance service performance. This relationship can also be influenced by service climate employees' perceptions of organizational policies, procedures, and practices that support the delivery of quality service to customers (Bowen & Schneider, 2014; Schneider et al., 2013). A positive service climate can strengthen the impact of HPWS on CDMSE, as employees are better able to leverage training and organizational support within an environment oriented toward service quality. Moreover, the service climate can reinforce the link between CDMSE and service performance, as employees' self-efficacy is more easily translated

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into service behaviors when supported by a work environment that emphasizes service quality (Gracia et al., 2010; Saito et al., 2021; Salanova et al., 2005; Shang et al., 2024).

Although prior research has demonstrated a link between HPWS and employee ambidexterity, a gap remains regarding the integration of psychological mechanisms and contextual factors that explain how HPWS practices drive service performance. While Ijigu et al. (2022) examined the impact of HPWS on employee ambidexterity within the service and manufacturing industries in Ethiopia, Wang and Jiang (2024) investigated CDMSE in Taiwan's hospitality sector. This study extends previous research by integrating HPWS, employee ambidexterity, CDMSE, service performance, and service climate into a single research model. The novekty of this study lies in testing this model among employees in the heavy equipment and automotive industries in Jabodetabek, Indonesia a setting characterized by job demands involving efficiency, adaptation, and customer service. Furthermore, this study employs PLS-SEM unlike earlier studies that utilized AMOS thereby offering a distinct methodological approach to examining the relationships between the variables.

Based on the preceding discussion, this study aims to analyze the impact of HPWS on employee ambidexterity, examine the effects of HPWS on CDMSE and of CDMSE on service performance and analyze the role of CDMSE as a mediating variable in the relationship between HPWS and service performance. Additionally, thise study investigates the role of service climate as a moderating variable in the relationships between HPWS and CDMSE, and between CDMSE and service performance. This research is expected to make a theoretical contribution by broadening the understanding of the interrelationships among HR practices, adaptive capabilities, career confidence, and service performance, while also offering practical implications for companies regarding the development of HPWS and the creation of a service climate conducive to enhancing employee quality and customer service.

Employee Ambidexterity

Employee ambidexterity refers to an employee's ability to balance exploitation and exploration activities while performing their work. Exploitation involves leveraging existing knowledge, skills, and procedures to enhance efficiency, whereas exploration entails seeking new ideas, knowledge, and work methods to generate innovation (Caniëls et al., 2017; Gibson & Birkinshaw, 2004). The ability to integrate these two activities enables organizations to adapt to environmental changes while maintaining sustainable performance (Raisch et al., 2009). Although exploitation and exploration are often viewed as competing activities due to resource constraints (Levinthal & March, 1993), research indicates that they are complementary and must be balanced to enhance organizational effectiveness (Kristal et al., 2010). Consequently, employee ambidexterity is a crucial work behavior for supporting organizational competitiveness.

High Performance Work System (HPWS)

A high performance work system (HPWS) is a system of human resource management practices implemented in an integrated manner to enhance employee competence, motivation, and performance, thereby supporting the achievement of organizational goals (Rehmani et al., 2023). HPWS is viewed as a strategic asset because it can boost productivity and create a competitive advantage for the firm (Fu et al., 2018; Hosen et al., 2024). HPWS practices encompass clear job descriptions, results-based performance appraisals, reward systems, training and development, job security, internal mobility, and employee participation in decision-making (Asante et al., 2023). The consistent implementation of these practices fosters a work environment that supports positive work behaviors, such as collaboration, innovation, and performance improvement. Furthermore, positive employee perceptions regarding organizational support, training, and performance-based rewards strengthen commitment and encourage employees to make optimal contributions to the organization (Aubouin-Bonnaventure et al., 2024; Miao et al., 2023).

Service Performance

Service performance refers to an employee's ability to deliver high-quality service that meets or exceeds customer expectations (Chang et al., 2024). It is influenced by the quality of interactions between employees and customers, as well as a work environment that supports effective service delivery (Grandey, 2003). Enhancing service performance is a critical factor for service-oriented organizations, as it contributes to customer satisfaction, loyalty, and business sustainability. Therefore, organizations need to create a work environment that encourages employees to deliver service optimally (Bowen, 2024; Sok et al., 2023).

Career Decision-Making Self-Efficacy (CDMSE)

CDMSE refers to an individual's belief in their ability to make career decisions effectively (Bandura, 1977; Betz & Hackett, 2006). Developed from self-efficacy theory, this concept is widely used in career development research to explain how individuals navigate work-related challenges and make career decisions (Miguel et al., 2013). CDMSE is grounded in two prominent psychological theories vocational psychology theory regarding career maturity and social psychology theory regarding self-efficacy. Employees with high levels of CDMSE tend to be more confident in completing tasks and adapting to change, and they often demonstrate superior performance. Consequently, organizations need to establish policies and development programs such as training, work experience, and organizational support that enhance employee CDMSE (Kautish et al., 2022; Wang, 2021). One of the most frequently used instruments in career development and counseling literature is the Career Decision Self-Efficacy Scale

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(Miller et al., 2009). Corporate management needs to evaluate and refine organizational policies and practices that foster employee self-efficacy. Such efforts include strengthening employees' belief in their own capabilities, enhancing competence, improving adaptability to technological and informational advancements, raising work quality, and developing the ability to overcome work challenges and pursue continuous self-development (Tannady et al., 2019).

Service Climate

Service climate refers to employees' perceptions of organizational policies, procedures, and practices that support the delivery of quality service to customers (Kang & Busser, 2018; Schneider et al., 2013). These perceptions shape employee behavior during service delivery and influence the quality of interactions with customers. A positive service climate encourages employees to provide consistent service, enhances customer satisfaction, and strengthens the organization's service performance. Therefore, organizations need to foster a service culture that supports quality service behavior as part of their performance improvement strategies (Luria & Yagil, 2008; Shang et al., 2024). Employees' impressions of organizational rules, processes, and practices shape this "climate" (Schneider & Reichers, 1983).

Relationship Between HPWS and Employee Ambidexterity

A HPWS is viewed as a human resource management practice that plays a crucial role in enhancing employee ambidexterity defined as an employee's ability to balance exploratory and exploitative activities within their work. Implementing HPWS through training, reward systems, performance evaluations, and opportunities for employee participation in decision-making enhances ability, motivation, and opportunity in line with the Ability–Motivation–Opportunity (AMO) theory, thereby fostering work behaviors that are both innovative and efficient (Fu et al., 2015; Malik et al., 2017; Mom et al., 2019). Furthermore, prior research indicates that HPWS is a significant factor in fostering ambidexterity at both organizational and individual levels, ultimately contributing to improved employee performance (Caniëls et al., 2017; Gürlek, 2020). Consequently, this discussion leads to the following hypothesis:

H_1: High Performance Work System has a positive effect on Employee Ambidexterity.

Relationship between HPWS and CDMSE

HPWS play a role in enhancing CDMSE through the implementation of human resource management practices, such as training, reward systems, and continuous career development opportunities. Based on self-efficacy theory, organizational support and successful experiences gained by employees strengthen their belief in their own capabilities regarding career decision-making (Bandura, 1977). Consistent with this, various studies indicate that the implementation of HPWS enhances employees' competence, self-confidence, and readiness to face various career choices and challenges, thereby positively influencing CDMSE levels (Das et al., 2024; Fu et al., 2018; Wang, 2022; Wang et al., 2021; Youn et al., 2023). Based on the discussion above, the following hypothesis is proposed:

H_2: High Performance Work Systems have a positive effect on Career Decision-Making Self-Efficacy.

Relationship Between CDMSE and Service Performance

Increased self-confidence enables employees to manage the complexities of their work, improvise, and deliver superior service to customers (Chen et al., 2015; Wang, 2024). Given the industry's unique demands, employees must be emotionally, psychologically, and even spiritually resilient, as they are required to manage their emotions when interacting with customers (Qiu et al., 2019). Superior service performance relies on employees possessing positive traits such as self-efficacy (Alessandri et al., 2014). Career self-efficacy refers to an individual's evaluation of their ability to take action and progress within their chosen career fields (Kautish et al., 2022). Delivering high-quality service is crucial for sustaining and growing the industry (Wang, 2024). Individuals with high career self-efficacy are better able to overcome career obstacles and adapt to the responsibilities associated with making career decisions (Chang et al., 2020). The literature indicates that employees with high levels of CDMSE are better equipped to deliver service confidently and positively address issues related to career growth. Therefore, this study proposes the following hypothesis:

H_3: Career Decision-Making Self-Efficacy has a positive impact on Service Performance.

Mediating Role of CDMSE between HPWS and Service Performance

Self-efficacy encompasses the belief that an individual can muster the determination, mental resources, and techniques required to successfully execute an activity under any circumstances (Luthans & Stajkovic, 1998). Service-oriented HPWS refers to how staff members perceive organizational human resource management practices that support the delivery of high-quality service (Wang, 2019). Self-efficacy theory posits that expectations regarding one's own capabilities influence career decisions, outcomes, and persistence (Betz & Hackett, 1981). Customer loyalty a vital element for the smooth operation of any business is closely linked to employee service performance (Caruana, 2002). Unlike other sectors, the industrial sector is characterized by low wages, heavy workloads, repetitive tasks, and significant role stress among employees (Burke et al., 2013). The impact of HPWS on performance stems from its role in human resource development; when implemented effectively, it enables organizations to thrive (Fu et al., 2018). Employees within a department develop a shared perception of fairness regarding the formal procedures governing customer service, as they are required to adhere to specific procedures and administrative protocols

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to ensure equitable service delivery (Luria & Yagil, 2008; Özduran & Tanova, 2017). Regarding the link between service performance and customers, research indicates that employee perceptions of HPWS positively influence customer satisfaction with service quality (Asante et al., 2023). Overall, service performance is a crucial concept for the success of companies where employees deliver service to customers. Many factors influence service performance, including customer interactions, the manner in which service is delivered, and employee decision-making behavior (CDMSE) when dealing with customers (Chang et al., 2024). The reviewed literature indicates that effective HPWS has a positive impact on employee CDMSE within the industrial sector. This process positively influences employee service behavior, leading to improved performance. Therefore, the author proposes the following hypothesis:

H_4: Career decision-making self-efficacy positively mediates the relationship between HPWS and service performance.

Moderating Role of Service Climate on CDMSE, HPWS, and Service Performance

Service climate refers to employees' perceptions of organizational policies, practices, and procedures that support the delivery of quality service to customers (Bowen & Schneider, 2014; White et al., 1998). A positive service climate enhances employee motivation, perceptions of fairness, and work behaviors including CDMSE, thereby driving improvements in service quality and service performance (Gracia et al., 2010; Salanova et al., 2005). Based on the Theory of Reasoned Action (TRA), a supportive work environment strengthens the influence of HPWS practices on CDMSE. When an organization fosters a positive service climate, employees feel supported and valued for their contributions, leading to greater confidence in making career decisions and performing their work tasks (Saito et al., 2021; Su et al., 2023). Furthermore, service climate strengthens the relationship between CDMSE and service performance employees with high self-efficacy are more motivated to deliver excellent service when supported by a service-oriented work environment (Li & Huang, 2017; Shang et al., 2024). Based on this rationale, the following hypotheses are proposed:

H_5: Service climate positively moderates the relationship between HPWS and CDMSE.

H_6: Service climate positively moderates the relationship between CDMSE and Service Performance.

Based on the theoretical framework and hypotheses outlined above, this study develops a research model illustrating the relationships between the variables. The research model is presented in Figure 1

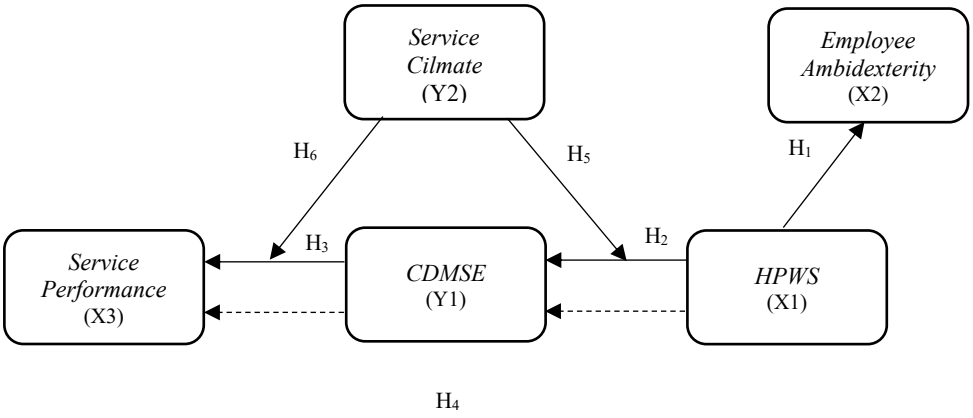


Figure 1. Conceptual Framework

II. METHODS

Research Methods

This study focuses on employees working in heavy equipment and automotive companies within the Jabodetabek region. Companies in this sector are not solely focused on product sales they also provide various support services such as maintenance, repair, spare parts supply, technical consultation, and after-sales support. These characteristics require employees particularly those in the HRGA, Service, Sales, and Marketing divisions to adapt to changing customer needs, deliver effective solutions, and maintain service quality. Consequently, the heavy equipment and automotive industry serves as a relevant context for examining the relationships among HPWS, employee ambidexterity, CDMSE, service performance, and service climate. This study employs a quantitative approach, utilizing primary data collected via Google Forms-based questionnaires distributed online through social media. The study population consists of employees from heavy equipment and automotive companies in the Jabodetabek region. A non-probability sampling method specifically purposive sampling was used to select participants. Respondents were chosen based on the following criteria: (1) employment in the heavy equipment or automotive industry in the Jabodetabek region; (2) holding a position at the supervisor level or higher; (3) working in the HRGA, Service, Sales, or Marketing division; and (4) being between 20 and 60 years of age. Data collection took place from August 2025 to June 2026.

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Sample size determination followed the "rule of thumb" approach proposed by Hair et al. (2022), requiring a minimum of 5–10 times the number of research indicators. As this study utilized 39 indicators, the minimum required sample size was 195 respondents (calculated as 5 × 39). The data collection process yielded 230 respondents who met the study's criteria. In addition to the primary data, the study collected information on respondents' sociodemographic characteristics, including gender, age, education, marital status, tenure, and work location. The research instrument comprised five variables with a total of 39 indicators. The High Performance Work System (HPWS) variable was measured using 10 indicators adapted from Ijigu et al. (2022) (5 indicators) and Mielke et al. (2019) (5 indicators). Employee ambidexterity was measured using 5 indicators adapted from Zhang et al. (2020), while Career Decision-Making Self-Efficacy (CDMSE) was assessed using 13 indicators from Wang & Jiang (2024). The service performance variable was measured using 7 indicators adapted from Liao & Chuang (2004), and service climate was measured using 4 indicators from Salanova et al. (2005). All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Prior to the main data collection, a pre test involving 30 respondents was conducted to evaluate the quality of the instrument. Preliminary testing was performed using SPSS via Exploratory Factor Analysis (EFA). Instrument validity was assessed based on the Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO-MSA) and Bartlett's Test of Sphericity. The instrument was deemed suitable for factor analysis if the KMO value exceeded 0.50 and Bartlett's Test showed a significance level of $p < 0.05$ (Hair et al., 2022). Subsequently, instrument reliability was evaluated using Cronbach's alpha to ensure the internal consistency of the indicators. The main data analysis was conducted using the partial least squares–structural equation modeling (PLS-SEM) method with the assistance of SmartPLS 4. The evaluation began with model fit assessment based on the values of SRMR, d_ULS, d_G, Chi-square, and NFI. Subsequently, the analysis proceeded with an evaluation of the outer and inner models. The outer model was assessed based on convergent validity, construct reliability, and discriminant validity. Convergent validity was evaluated using outer loadings > 0.70 and AVE ≥ 0.50, while reliability was assessed using Cronbach's alpha and composite reliability. Discriminant validity was evaluated using cross-loadings, the HTMT ratio, and the Fornell–Larcker criterion to ensure that each construct was sufficiently distinct (Hair et al., 2021).

Inner model evaluation is conducted to examine the structural relationships between variables. The assessment includes Adjusted R^2, Q^2 (predictive relevance), effect size (f^2), and path coefficient values. The Adjusted R^2 value is used to assess the ability of exogenous variables to explain endogenous variables, while Q^2 is used to evaluate the model's predictive capability. The f^2 value is used to determine the magnitude of each exogenous variable's contribution to the endogenous variable. Hypothesis testing is performed via direct effects, indirect effects, and specific indirect effects to examine direct and mediation relationships, as well as through interaction analysis to examine moderation effects. Hypotheses are considered significant if the p-value is < 0.05 and the t-statistic is > 1.96 (Hair et al., 2021, 2022).

III. RESULTS AND DISCUSSION

This study involved 230 employees from the heavy equipment and automotive industries in the Jabodetabek area, representing the HRGA, Sales, Marketing, and Service divisions. Data were collected via an online questionnaire using Google Forms, employing a purposive sampling technique. Respondent characteristics included gender, employment status, profession, age, marital status, education level, tenure, and income. The majority of respondents were male (54.8%), held contract employment status (86.5%), and worked as supervisors (35.2%) or managers (29.6%). Most were aged 31–40 (77.4%), unmarried (74.8%), held a bachelor's degree (80.0%), and had a tenure exceeding two years (51.3%). Regarding income, 92.6% of respondents earned more than IDR 7,000,000. Overall, the respondent pool was dominated by employees of productive age with adequate work experience, making their characteristics suitable for the study's context regarding service performance in the heavy equipment and automotive industries.

Pre-test Data Analysis

The instrument validity test was conducted using exploratory factor analysis (EFA) in SPSS, with the criteria of a KMO value greater than 0.50, a Bartlett's Test significance value below 0.05, and an MSA value above 0.50 for each indicator. The pre-test results showed that all variables met the validity criteria. The High Performance Work Systems (HPWS) variable obtained a KMO value of 0.808, employee ambidexterity 0.857, service performance 0.732, Career Decision-Making Self-Efficacy (CDMSE) 0.867, and service climate 0.790. All variables also showed a Bartlett's Test significance value of 0.000, while every indicator had an MSA value above 0.50. Overall, the KMO values ranged from 0.732 to 0.867, indicating that all 39 indicators were valid and suitable for the main data collection and subsequent PLS-SEM analysis.

The instrument reliability test was conducted using Cronbach's alpha in SPSS, with a threshold of 0.70 (Hair et al., 2022). The pre-test results showed that all variables met the reliability criterion. The Cronbach's alpha values were 0.904 for HPWS, 0.936 for employee ambidexterity, 0.978 for service performance, 0.961 for Career Decision-Making Self-Efficacy (CDMSE), and 0.893 for service climate. Overall, the reliability values ranged from 0.893 to 0.978, indicating that all 39 indicators demonstrated good internal consistency and were suitable for the main data collection and subsequent analysis using SmartPLS 4.

Based on the results of the model fit assessment, the SRMR value for the saturated model was 0.077, while that for the estimated model was 0.099. The SRMR value for the saturated model met the threshold of <0.08, whereas the estimated model

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did not meet this criterion. The d_ULS and d_G values were 4.622 and 1.852, respectively, for the saturated model, and 7.571 and 1.920, respectively, for the estimated model. These two indicators were not used as the primary basis for evaluation because they require bootstrap-based threshold values. Furthermore, the Chi-square values were 2,183.479 and 2,221.721, while the NFI values were 0.703 and 0.698 for the saturated model and estimated model, respectively. Overall, the saturated model demonstrated a better fit, whereas the estimated model did not achieve an optimal level of model fit. However, in PLS-SEM, model fit is not the sole basis for evaluation. Therefore, the adequacy of the model was further assessed through the outer model and inner model (Hair et al., 2022). A normality test was conducted to determine whether the Emotion Regulation data followed a normal distribution, serving as a factor in selecting the appropriate statistical analysis technique. Preliminary testing was performed using the Kolmogorov-Smirnov test. Data are considered normally distributed if the significance value (Sig.) is greater than 0.05, whereas a Sig. value of ≤ 0.05 indicates that the data are not normally distributed.

Convergent and Discriminant Validity Test

Convergent validity test results based on outer loading values indicate that all indicators for the HPWS, employee ambidexterity, CDMSE, service climate, and service performance variables met the validity criteria. The loading factor values ranged from 0.706 to 0.874 for HPWS, 0.738 to 0.859 for employee ambidexterity, 0.781 to 0.813 for service performance, 0.701 to 0.770 for CDMSE, and 0.818 to 0.896 for service climate. The moderation construct exhibited an outer loading value of 1.000, as it was automatically generated as an interaction construct by SmartPLS. According to Hair et al. (2021), indicators are considered to possess good convergent validity if their outer loading values exceed 0.50. Consequently, all indicators in this study are deemed capable of representing their respective constructs; thus, no indicators required elimination, and all were suitable for use in the subsequent analysis stage.

The discriminant validity test was conducted as part of the outer model evaluation using the cross-loading factor, HTMT, and Fornell–Larcker criterion (Hair et al., 2021, 2022). Based on the cross-loading factor results, all indicators had the highest loading values on the constructs they were intended to measure. The loading values for each construct ranged from 0.701 to 0.896, indicating that all indicators met the criteria for discriminant validity. The HTMT results showed that the values between constructs ranged from 0.169 to 0.706, all of which were below the threshold of 0.85. Meanwhile, the Fornell–Larcker Criterion results indicated that the square root of the AVE (√AVE) for each construct was higher than its correlations with other constructs. Thus, the results of all three tests demonstrate that the constructs possess adequate empirical distinctiveness and meet the criteria for discriminant validity. These findings also confirm that each construct in the model represents a distinct concept and does not exhibit substantial measurement overlap. Therefore, the data are suitable for further structural analysis and hypothesis testing.

According to Kamis et al. (2020), a construct is considered reliable if the Cronbach's Alpha and composite reliability values exceed 0.60. The test results show Cronbach's Alpha values ranging from 0.856 to 0.941, composite reliability from 0.897 to 0.949, and AVE from 0.538 to 0.719. All values meet the criteria; thus, the constructs are deemed reliable and satisfy convergent validity. Consequently, all variables are suitable for use in the research model analysis.

Table 3. R Square Adjusted

	R Square	*R Square Adjusted*	*Conclusion*
CDMSE	0.524	0.518	Moderate
Employee Ambidexterity	0.397	0.394	Weak
Service Performance	0.259	0.249	Weak

Source: Researcher-processed data findings, 2026

The next step involves examining the R-squared value; values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak outer models, respectively. The R-squared value is used to measure the extent of the influence exerted by independent latent variables on dependent latent variables (Hair et al., 2022). The coefficient of determination (R^2) for the CDMSE variable was 0.524. This indicates that 52.4% of the variation in CDMSE can be explained by the independent variables in the research model, while the remaining 47.6% is influenced by factors outside the model. This value falls within the moderate-to-strong range for SEM-PLS-based research. Meanwhile, the R^2 value of 0.397 for employee ambidexterity indicates that HPWS explains 39.7% of the variation in employee ambidexterity. Service performance has an R^2 value of 0.259, meaning that 25.9% of the variation in service performance can be explained by the variables included in the research model, with the remainder influenced by other factors not examined in the study. Overall, these results demonstrate that the model possesses a satisfactory explanatory capacity regarding the endogenous variables.

The predictive relevance test results, based on Q^2 values, indicate that all endogenous variables have values above zero: CDMSE at 0.508, employee ambidexterity at 0.390, and service performance at 0.141. These values suggest that the research model possesses good predictive capability in explaining the endogenous variables. A higher Q^2 value indicates a superior ability of the model to predict observed data (Hair et al., 2022). Consequently, the structural model in this study is considered to have adequate predictive relevance, making it suitable for testing the research hypotheses.

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Effect size analysis reveals that the impact of HPWS on employee ambidexterity yields an f^2 value of 0.659, falling into the large category; this indicates that HPWS makes a strong contribution to enhancing employee ambidexterity. Furthermore, the impact of HPWS on CDMSE shows an f^2 value of 0.140, while the impact of CDMSE on service performance shows an f^2 value of 0.144. Although both values fall into the small category, they still contribute to the research model. Regarding the moderating variables, the service climate's moderation of the relationship between HPWS and CDMSE yields an f^2 value of 0.035, indicating a small effect. Meanwhile, the service climate's moderation of the relationship between CDMSE and service performance yields an f^2 value of 0.000, indicating no contribution to the model. Thus, the strongest influence in this study stems from the relationship between HPWS and employee ambidexterity, whereas the service climate's moderation of the relationship between CDMSE and service performance exerts no significant effect.

Hypothesis Test Results

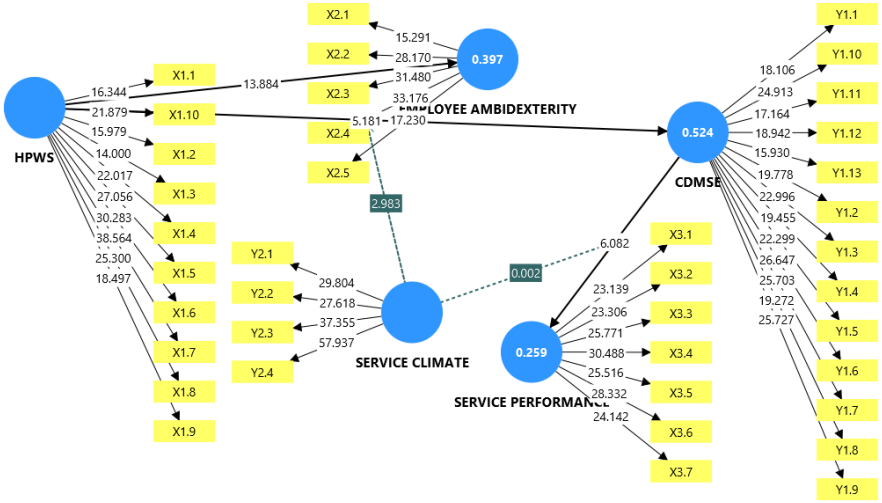


Figure 2. Hypothesis Test Results

The inner model (hypothesis test) of the study was conducted by examining the significance of the path coefficients. According to Hair et al. (2021), if the statistical T value is greater than the T table (1.960) at the 5% level, with a p-value < 0.050, a significant effect can be considered. The direction of the relationship can be determined by examining the original sample values. Based on the results of calculations using the bootstrapping method, the results are obtained in the table below:

Table 1. Direct Effect Test Results

Hypothesis	*Original Sample (O)*	*T Statistics (|O/STDEV|)*	*P Values*	*Information*
H_1: HPWS has a positive effect on Employee Ambidexterity	**0.630**	**13.884**	**0.000**	The data supports hypothesis
H_2: HPWS has a positive effect on CDMSE	**0.286**	**5.181**	**0.000**	The data supports hypothesis
H_3: CDMSE has a significant negative impact on service performance	**-0.453**	**6.082**	**0.000**	The data supports hypothesis
H_5: Service climate positively moderates the relationship between HPWS and CDMSE	**-0.098**	**2.983**	**0.003**	The data support hypothesis but weaken it.
H_6: Service climate positively moderates the relationship between CDMSE and service performance	**0.000**	**0.002**	**0.998**	The data do not support hypothesis

Source: Researcher-processed data findings, 2026

Based on the above output, a p-value of less than 0.05 and a t-statistic greater than 1.96 indicate a significant effect (Hair et al., 2022). The direct effect analysis reveals that HPWS has a positive and significant impact on employee ambidexterity, with a coefficient of 0.630, a t-statistic of 13.884, and a p-value of 0.000. These results indicate that superior HPWS implementation leads to a greater ability among employees to balance exploration and exploitation activities. Furthermore, HPWS exerts a positive and significant influence on CDMSE, with a coefficient of 0.286 (t = 5.181; p = 0.000), implying that enhanced HPWS practices boost employee confidence in making career decisions. Additionally, CDMSE has a negative and significant effect on service performance, with a coefficient of -0.453, a t-statistic of 6.082, and a p-value of 0.000; thus, H3 is accepted, as the direction of the effect and the significance level align with the proposed hypothesis. Regarding the moderating variable, service climate was found to moderate the relationship between HPWS and CDMSE with a coefficient of -0.098 (p = 0.003), although the moderating

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effect was negative (weakening the relationship). Conversely, service climate did not moderate the relationship between CDMSE and service performance, as the resulting p-value was 0.998.

Table 2. Indirect Effect Test Results

Hypothesis	*Original Sample (O)*	*T Statistics (|O/STDEV|)*	*P Values*	*Information*
H_4: CDMSE positively mediates the relationship between HPWS and Service Performance.	**-0.130**	**3.706**	**0.000**	The data supports hypothesis

Source: Researcher-processed data findings, 2026

The indirect effect test results indicate that CDMSE mediates the relationship between HPWS and service performance, with a coefficient of -0.130, a t-statistic of 3.706, and a p-value of 0.000. These results demonstrate that the indirect effect is statistically significant, as it meets the criteria of a t-statistic greater than 1.96 and a p-value less than 0.05. However, the negative path coefficient indicates that the mediation mechanism weakens the relationship between HPWS and service performance. Thus, while CDMSE is confirmed to act as a mediating variable, the direction of the resulting effect differs from the hypothesis, which anticipated a positive relationship.

Discussion

The research results indicate that HPWS has a positive and significant effect on employee ambidexterity. This relationship is characterized by a coefficient of 0.630, a t-statistic of 13.884, and a p-value of 0.000; thus, H_1 is accepted. Furthermore, an f^2 value of 0.659 demonstrates that HPWS exerts a substantial influence on employee ambidexterity. These findings suggest that the implementation of HPWS practices such as training, competency development, performance evaluation, reward systems, and employee participation enhances employees' ability to engage in both exploratory and exploitative activities. In the context of the heavy equipment and automotive industries, which face demands for efficiency, technological change, and dynamic customer needs, this capability is crucial for enabling employees to maintain operational efficiency while simultaneously discovering new methods or solutions. These results support the Ability-Motivation-Opportunity (AMO) theory perspective, which posits that HR practices can enhance employees' abilities, motivation, and opportunities to contribute optimally. The findings also align with the research of Gürlek (2020), Ijigu et al. (2022), and Malik et al. (2017), all of which highlight the importance of HPWS in fostering employee ambidexterity.

The research results indicate that HPWS has a positive and significant effect on CDMSE, with a coefficient of 0.286, a t-statistic of 5.181, and a p-value of 0.000. Thus, H_2 is accepted. These findings demonstrate that HPWS practices serve not only to enhance performance and employability but also to build employee confidence; elements such as coaching, performance evaluation, rewards, and career development opportunities provide experiences and support that strengthen employees' self-belief. These results support Bandura's (1977) self-efficacy theory, which posits that successful experiences and environmental support can reinforce an individual's belief in their own capabilities. The findings are also consistent with those of Das et al. (2024), Wang and Hsieh (2022), and Youn et al. (2023).

The research results indicate that CDMSE has a coefficient of -0.453, a t-statistic of 6.082, and a p-value of 0.000. This means that the relationship between CDMSE and service performance is statistically significant but negative in direction. Since hypothesis H_3 posited a positive relationship, H_3 is not supported in the hypothesized direction. This is an interesting finding, as CDMSE is theoretically expected to boost employee confidence in handling work tasks and delivering service. However, in the heavy equipment and automotive industries, high confidence in career decision-making does not necessarily translate directly into improved service quality. Job characteristics in this sector place a greater premium on adherence to procedures, technical competence, operational standards, task completion accuracy, and service quality control. Consequently, while high CDMSE may enhance employees' confidence regarding their career trajectory, such confidence does not automatically translate into superior service behavior. These findings suggest that service performance is likely influenced by factors other than CDMSE, such as technical competence, work engagement, leadership, organizational culture, and operational standards.

The indirect effect results indicate that CDMSE significantly mediates the relationship between HPWS and service performance, with a coefficient of -0.130, a t-statistic of 3.706, and a p-value of 0.000. Thus, CDMSE is confirmed to act as a mediator, although the direction of the mediation is negative. Since H4 posited that CDMSE would positively mediate the relationship between HPWS and service performance, the hypothesis is not supported in the positive direction. These findings suggest that while HPWS successfully enhances CDMSE, the increase in career decision-making confidence does not automatically translate into improved service performance; in fact, this mechanism actually weakens the link between HPWS and service performance. This indicates the potential presence of other, more dominant factors—such as work engagement, leadership, organizational culture, and organizational commitment that facilitate the conversion of increased career confidence into service behavior.

The test results indicate that service climate moderates the relationship between HPWS and CDMSE, with a coefficient of -0.098, a t-statistic of 2.983, and a p-value of 0.003. Altough the relationship is significant, the direction of the moderation is negative; consequently, H_5 is not supported in the positive direction. These findings suggest that a stronger service climate does not necessarily amplify the impact of HPWS on employees' confidence in making career decisions. One possible explanation is

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that the strong service orientation within the heavy equipment and automotive industries may place greater emphasis on adherence to procedures, service targets, technical standards, and customer needs rather than on individual career development. Thus, within the context of this study, the service climate does not fully function as an environment that reinforces the benefits of HPWS for CDMSE. These findings highlight the need to manage service climate and career development in a balanced manner.

The test results indicate that service climate does not moderate the relationship between CDMSE and service performance. The interaction coefficient of 0.000, t-statistic of 0.002, and p-value of 0.998 demonstrate that this relationship is not significant. Consequently, H_6 is rejected. These results suggest that the presence of a service climate is insufficient to alter the relationship between employees' CDMSE and service performance. In the heavy equipment and automotive industries, service performance is likely driven more by operational factors such as technical competence, work standards, quality control, service procedures, and the ability to resolve customer issues than by employees' perceptions of the service climate. These findings indicate that merely establishing a service climate is not enough to enhance service performance through CDMSE; organizations need to integrate service climate initiatives with technical competency development and more concrete performance management systems.

IV.CONCLUSIONS

Based on a study of 230 employees in the heavy equipment and automotive industries in the Greater Jakarta area (Jabodetabek), it can be concluded that HPWS is a crucial factor in enhancing employees' adaptive capabilities and CDMSE. The results indicate that HPWS has a positive and significant impact on both employee ambidexterity and CDMSE. Notably, the link between HPWS and employee ambidexterity represents the strongest contribution within the model. This influence is facilitated through employee training programs in the heavy equipment and automotive sectors, such as the Mechanic Development Program (MDP), New Employee Organization Profile (NEOP) introduction, and the Sales Development Program (SDP). Furthermore, CDMSE was found to have a significant albeit negative impact on service performance. This suggests that increased confidence in making career decisions does not automatically lead to improved service performance. CDMSE was also found to mediate the relationship between HPWS and service performance; however, this mediation effect was negative, thereby weakening the relationship. Additionally, service climate was found to significantly moderate the relationship between HPWS and CDMSE in a negative direction, contrary to the hypothesized direction of moderation. Meanwhile, service climate was not found to moderate the relationship between CDMSE and service performance. Overall, the study demonstrates that HPWS plays a vital role in fostering employee ambidexterity and boosting CDMSE; however, improvements in adaptive capabilities and career confidence do not automatically translate into enhanced service performance. These findings suggest that improving service performance requires support from other factors more closely linked to actual job execution, such as technical competence, leadership, work engagement, organizational culture, and quality control systems.

Based on the research findings, there are several managerial implications applicable to companies in the heavy equipment and automotive industries. First, companies need to maintain and enhance HPWS practices through continuous training, competency development, performance evaluation, performance-based reward systems, and opportunities for employee participation. This is crucial because HPWS has been shown to exert the strongest influence on employee ambidexterity. Second, companies need to provide transparent career paths, coaching and mentoring programs, and regular career discussions. These measures can strengthen employee CDMSE and help them understand their competencies and career development trajectories. Third, the findings indicate that increasing CDMSE does not automatically lead to improved service performance. Therefore, companies must ensure that career development programs do not merely boost employee confidence but also translate into technical competence, problem-solving abilities, effective customer communication, and service-oriented behaviors. Fourth, coaching and mentoring programs can be utilized to help employees apply the skills and confidence gained through HPWS initiatives to real-world work situations. In this way, enhanced CDMSE can more readily translate into concrete service behaviors. Fifth, companies should avoid service orientations that emphasize nothing more than adherence to procedures and service targets. A positive service climate needs to be cultivated alongside career development support, internal communication, supportive leadership, and recognition of employee contributions. Finally, it is recommended that companies explicitly incorporate service performance indicators such as the quality of customer problem resolution, service accuracy, communication skills, customer satisfaction, and after-sales service quality into their performance appraisal systems.

This study has several limitations that should be considered when interpreting the results. First, the study employed a cross-sectional design; consequently, the relationships between variables were observed at a single point in time and did not capture longitudinal changes in employee behavior. Second, all data were obtained via questionnaires based on respondent perceptions. This approach introduced the potential for common method bias, even though the research instruments met validity and reliability criteria. Third, the research model explained only 25.9% of the variance in service performance (based on the R^2 value), implying that other factors outside the model may exert a greater influence on service performance. Finally, the results revealed relationships that differed from the hypothesized directions specifically regarding the impact of CDMSE on service performance, the mediating role of CDMSE, and the moderating role of service climate. These findings suggest that the relationships between variables may be influenced by job- and organization-specific characteristics within the heavy equipment and automotive industries. Therefore, these findings warrant further examination through research utilizing broader designs, samples, and contexts.

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For future research, the author suggests incorporating additional variables more closely linked to service performance such as work engagement, organizational commitment, leadership, technical competence, customer orientation, and organizational culture. This is relevant given that the R^2 value for service performance in this study was only 0.259, indicating that 74.1% of the variation is explained by factors outside the model. Furthermore, the research model could be expanded by examining other mechanisms that explain why an increase in CDMSE does not lead to improved service performance; for instance, CDMSE could be combined with work engagement or job crafting as additional mechanisms. Additionally, employing a longitudinal design would allow for the observation of changes in HPWS, CDMSE, service climate, and service performance over time. A multi-source approach such as combining employee self-assessments with supervisor evaluations or actual performance data could also be adopted to reduce reliance on respondent perceptions. Finally, comparing different industry groups or job roles (e.g., heavy equipment versus automotive industries, or the Service division versus Sales, Marketing, and HRGA) could help identify potential differences in the relationships between variables.

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