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An Assessment of the Impact of High-Performance Work Practices (Hpwp) On Organizational Ambidexterity

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ABSTRACT

The present research examines the link between High-Performance Work Practices (HPWP) and organizational ambidexterity. A quantitative research approach was used in this study and a structured questionnaire was administered to 400 employees from Infosys, TCS, HCLTech, Tech Mahindra and other IT firms in India. The data was collected through online questionnaires and participants were selected based on the stratified random sampling technique in order to get the participants from different organizational level. The results showed that there is a positive correlation between HPWP and organizational ambidexterity, which underlines the importance of carefully developed HR practices for improving the employees' competencies and organizational flexibility.

The study adds to theory by providing a framework that links HR practices and ambidexterity and offers practical implications for managers who seek to manage for competitiveness in competitive and dynamic contexts. Future research could build on the present framework by including other mediating factors such as, organizational learning and employees' well-being, or by investigating the relationship between digital HR practices and ambidexterity. This research holds serious lessons for organisations that wish to maintain innovation and efficiency by adopting SHRM.

Keywords: *High-Performance Work Practices, Organizational Ambidexterity, HR Practices, IT Sector*.

1. INTRODUCTION

High Performance Work Practices (HPWP) has attracted much interest both from the theoretical and the empirical perspectives as a managerial concept of human resource management. HPWP consists of a cluster of related practices that involve employee training, performance-related incentives, decision making, and delegation of responsibilities meant to increase employee involvement, performance, and fit with organisational goals. Derived from the AMO model of work design, these practices aim at enhancing the employees' competence, motivation and affordances for making valuable contribution to organizational objectives (Patel et al., 2013). The present study has shown that HPWP has been positively associated with organizational performance and unlocks the potential for sustainable firm performance and competitiveness in various industries over the years (Chang, 2016).

At the same time, the study of organizational ambidexterity has risen to prominence as an important research topic. The organizational context of ambidexterity is the ability of an organisation to engage in exploration, that is, in the search for new knowledge and new business opportunities, and exploitation, which means the enhancement and optimisation of existing knowledge and resources. While the idea was proposed by March (1991), the capacity to achieve these paradoxical objectives has been associated with enhanced performance especially under conditions of turbulence and competition. Research has also noted that ambidexterity is not, however, a structural issue but can also be a contextual issue such as leadership, organisational culture, and human resource management practices (Gibson & Birkinshaw, 2004; Junni et al., 2013).

The relationship between HPWP and organizational ambidexterity has slowly shifted into a center of attention in research. It has been theorized that HPWP create the right environment for ambidexterity by developing a workforce with both flexibility and speed. Training and employee empowerment improve individuals' levels of creativity and adaptability, and performance-based incentives and organisational decision involvement foster organisational commitment (Rubel et al., 2020). It is also shown in the literature that HPWP can support ambidexterity by creating an environment of trust, work flexibility, and constant enhancement (Ubeda-Garcia et al., 2017).

However, there are a number of gaps that have not been filled yet in the literature. First, despite the fact that the link between HPWP and organizational performance has attracted much research attention, more research is needed to understand the ways and channels through which HPWP promote ambidexterity. For instance, research has pointed at the moderating role of variables like employees' engagement and capabilities while not providing a broad analysis of the moderating effect of these variables with respect to organisational contexts (Fu et al., 2015). Second, the mediating and moderating factors involving the HPWP-ambidexterity relationship have been highlighted as leadership styles, organizational culture and environmental dynamism, yet their effects remain inconclusive and need more examination to help practitioners (Ijigu et al., 2022).

This research intends to fill these gaps by exploring the ways through which HPWP help achieve organizational ambidexterity and the moderating and mediating factors that may affect this relationship. In extending the existing theories and empirical evidence, this research aims at offering a more refined understanding of how and why HPWP facilitate the organisations' ability to engage in exploration and exploitation at an optimal level. Based on the current and future complexity and dynamism of organisational environments, the results of the present research can be useful for developing and implementing human resource management practices for improving organisational flexibility and performance.

2. REVIEW OF LITERATURE

High performance work practices (HPWP) have become one of the key strategic HRM levers to support ambidexterity, which is the organization's capacity to achieve exploration and exploitation simultaneously. A vast body of literature covering different industries and organizational settings has focused on the processes that undergird this relationship, as well as its mediators and moderators. The literature review has identified how the HPWP fit into leadership, employee capabilities and organisational structures in more detail in recent years.

The following year, Ijigu et al. examined the moderating effect of ambidextrous leadership on the effects of HPWP on employee ambidexterity in 2022. Based on survey data collected from 387 telecommunication company employees from Ethiopia, the study established that ambidextrous leadership enhance the positive impact of HPWP on the capacity of the employees to exploit new ideas and to exploit resources. This is why leadership training should be included into the HPWP frameworks for organizations (Ijigu et al., 2022). In the same way, Tawk (2021) provided a review of literature on the effect of HPWP on organizational performance. It pointed out that the adoption of HPWP could lead to the improvement of both exploration and exploitation tasks, but it also signified potential work intensification; therefore, the primary focus should be placed on reducing the adverse effects of HPWP (Tawk, 2021).

The year 2021 also witnessed Pertusa-Ortega et al. sharing an idea about the role of quality management practices in enabling organizational ambidexterity. The researchers showed how, by employing data collected from 365 Spanish hotels, quality management practices encouraged ambidexterity as it supports both exploitative and exploratory innovations which in turn improves organisational performance. It was also discovered that ambidexterity plays a moderating role between quality management and firm performance, which provides useful information for service-oriented industries (Pertusa-Ortega et al., 2021).

Looking at the year 2020, Rubel et al. examined the extent to which HPWP influenced work outcomes of medical employees in Bangladesh. In fact, they stated that perceived organizational support moderated the direct relationship between HPWP and job performance and intentions to stay, showing that supportive culture is a key to unlock the potential of HPWP (Rubel et al., 2020). On the other hand, Nor and Abdullah (2020) were interested in the millennials in Malaysia and the relationship between HPWP and organizational performance via job embeddedness. They underlined the need to implement HPWP with reference to the generation to optimize the level of engagement and turnover.

In 2019, Peng et al. explored the contingency effect of organizational ambidexterity on the sustainable performance of high-tech firms. Using data from 228 Taiwanese electronics firms, they concluded that managing the exploration-exploitation paradox improved performance if it was done in conjunction with the market orientation framework. This work further affirmed the necessity of ambidexterity in relevant, competitive, and innovation-based industries as pointed out by Peng et al., (2019). Further, Garg (2019) also employed structural equation modeling to examine the psychological variables as a moderator of the HPWP-performance linkage. Autonomy and job satisfaction were found to be the partially mediating variables, and the significance of a person-centred approach to the application of HR practices was underlined.

This knowledge was further advanced by research works done in 2018. Ogbonnaya and Valizade employed multilevel mediation analysis to show that job satisfaction and engagement acted as mediators of the relationship between HPWP and performance in the healthcare organization. According to their research, they have identified improved level of attendance and enhanced patient satisfaction, and called for more comprehensive approaches to human resources (Ogbonnaya & Valizade, 2018). Hoque et al. (2018) concentrated on the effect of HPWP on disabled employees; they established that HPWP bore an inverse association with the workplace disadvantage but was not indicative in organizations that had robust policies for disability.

Ogbonnaya et al.'s study from 2017 aimed at understanding how HPWP affected employee's health and well-being and concluded that although HPWP promote positive effects, they also amplify work demands. This duality pointed out the

requirement of right application of HPWP for the maintenance of sustainable changes in patient outcomes (Ogbonnaya et al., 2017). In addition, Ubeda-Garcia et al. (2017) discussed how HPWP can improve ambidexterity in the hospitality industry. They also found that ambidexterity acted as a moderator between HPWP and performance with special significance for service sectors.

Chang in 2016 extended the HPWS research to understand the multilevel consequences of HPWS on unit-level organizational ambidexterity with 58 banks. The study found that the firm level HPWS had a positive relationship with unit level ambidexterity as moderated by employee human capital. Furthermore, the results stressed the mediating roles of social climates which boosted the relationship between HPWS and ambidexterity as suggested by Chang (2016). In the same vein, Ubeda-Garcia et al. (2016) have also investigated the hotel industry and have shown that HPWS was positively related to ambidexterity that in turn moderated the effect of HPWS on performance. Based upon these findings, this study highlighted how ambidexterity is distinctively relevant to service sectors where both service innovation and operational excellence are at play.

To the best of our knowledge, Fu et al. in their research published in May 2015 provided a rich and comparative understanding of the constructs of HPWS and organizational ambidexterity in Chinese professional service firms. According to their research, a positive relationship between HPWS and ambidexterity enhanced organizational performance. However, the study pointed that there was an inverted U-shaped relationship which means that the level of ambidexterity that is best suited depends on contextual factors such as industry forces (Fu et al., 2015). The following year, Chang looked into how transformational leadership and HPWS connect to ambidexterity. The study focused on how leadership behaviours developed an empowerment environment leading to increased unit-level ambidexterity (Chang, 2015).

Going back to 2013, Patel et al. have looked into how HPWS facilitates ambidexterity in high-tech SMEs. With data collected from 215 firms, they discovered that HPWS increases organizational ambidexterity through boosting trust, discipline and flexibility. This relationship explained how firms' HR practices could impact on its strategic goals, particularly as it related to growth in sectors that were characterized by innovations (Patel et al., 2013). In another large-scale research, Junni et al. (2013) reviewed meta- analysis of the ambidexterity-performance relationship. They underlined the effect of industry type on ambidexterity and showed that ambidexterity was most valuable in non manufacturing contexts where the level and nature of exploration and exploitation pressures were variable.

Boumgarden et al. looked at organizational oscillation as another form of ambidexterity in 2012. They concluded that firms that move between exploration and exploitation activities could attain sustainable performance advantage at par with or better than those of the ambidextrous organizations. Yet they pointed out that ambidexterity continued to be seen as a core facilitator of adaptability, especially where organisations operated at the highest level of performance (Boumgarden et al., 2012). Further, Chandrasekaran et al., (2012) continued the work of integrating ambidexterity by looking at multilevel antecedent of ambidexterity such as decision risk, contextual alignment and structural differentiation. In their work, they highlighted the need for integrative activities in high-technology organisations regarding the trade-off between the short and long-term horizons.

Last but not least, Gibson and Birkinshaw in their 2004 paper initiated the notion of contextual ambidexterity as a state that enables both integration and innovation. In their study, the authors have used data collected from 41 business units to come up with contextual enablers including stretch, discipline, support and trust. Not only did the results confirm the ambidexterity perspective as a means of improving performance but they also laid the empirical groundwork for future studies in this area. According the above-mentioned review, the researcher proposed the following hypothesis –

Ha1 - High-Performance Work Practices (HPWP) have an impact on Organizational Ambidexterity.

3. METHODOLOGY

This research used a quantitative research method to evaluate the relationship between HPWP and OA within the Indian IT industry. The study was positivist in type, and there was an emphasis on exploratory description and precise measurements of the relations between the constructs, as well as data collection and analysis. Thus, the study intended to contribute empirical evidence on these relationships by using a cross-sectional survey approach.

The choice of data collection methods for the study was done systematically to enhance reliability and comprehensiveness of the study. The target population involved those employees who worked in different positions in the leading IT companies in India, such as Infosys, TCS, HCLTech, and Tech Mahindra. To ensure that adequate data was collected for statistical analysis and to increase the likelihood of the results' generalizability, 400 respondents were intended to be reached.

The questionnaire used closed-ended questions which would allow for easy quantification of responses and general analysis. The research question was answered using a Likert scale of 1 (strongly disagree) and 5 (strongly agree) to determine the respondents' perception and experience on HPWP, organizational ambidexterity, organizational performance, and employee well-being.

In order to have a concise, relevant and valid questionnaire, it was put through validation exercise. Scholars in the respective fields and other researchers in the academic community validated the constructs of the questionnaire items and

appropriateness of the questionnaire for the target population. However, because it was impossible to predict all the questions' meanings and potential problems, a pilot test was conducted on a small sample of respondents from the target population. The responses collected during this pilot phase were then used to improve the questionnaire making it more reliable and valid.

Consequently, a stratified random sampling technique was used to facilitate the inclusion of the different hierarchical levels in the selected IT firms. This approach proved useful in achieving enhanced generalizability by affording the project a perspective from different people. The targeted participants were contacted through company contacts or connections, referrals from professional organizations, and cold emails. Potential respondents were informed about the objectives and importance of the study, as well as the eligibility to participate in the study.

Data were collected mainly through online questionnaires administered through a secure survey tool to avail convenience to the respondents as well as ease in data organization. The participants were emailed a cover letter along with the survey link. In the cover letter, the rationale for the study was provided as well as an assurance of anonymity and how to participate in the survey.

To maximize response rates, periodic reminders were sent to non-respondents, with follow-up communications conducted in a respectful and non-intrusive manner. These efforts ensured an adequate sample size and robust data for analysis, contributing to the reliability and validity of the study's findings.

4. RESULTS

Table-1 Models Info

Estimation Method	ML
Optimization Method	NLMINB
Number of observations	400
Model	High-Performance Work Practices (HPWP)=~Universalistic Practices +Contingency Perspective +Configurational Perspective +AMO Model
	Organizational Ambidexterity =~ AMBIINN1 + AMBIINN2 + AMBIINN3 + AMBIINN4 + AMBIINN5 + AMBIINN6 + AMBIINN7 + AMBIINN8 + AMBIINN9 + AMBIINN10
	Organizational Ambidexterity~High-Performance Work Practices (HPWP)

The table below gives an overview of model estimation details and the breakdown of the model. The estimation method utilized is Maximum Likelihood (ML) presuming the NLMINB algorithm, set on 400 observations, 43 parameters excluded. Standard errors are incorporated to the model; however, no scaled test was done. The model was successfully converged after 174 iteration. It tests the connection between High-Performance Work Practices (HPWP) which is an abstract concept which was operationalized through Universalistic Practices, Contingency Perspective, Configurational Perspective and AMO Model and Organizational Ambidexterity which is also a second order construct that was measured through ten manifest variables namely AMBIINN1 through AMBIINN10. The structural relationship is shown by regressing Organizational Ambidexterity on HPWP, which shows how HPWP impacts the organizational ambidexterity in the process of balancing between exploitation and exploration.

Table-2 Model tests

Label	X^2	df	p
User Model	11122	76	< .001
Baseline Model	16136	91	< .001

The table summarizes the goodness-of-fit statistics for two models: those being the User Model and the Baseline Model. The hypothesized model in this study is the User Model and it has a chi-square (X2X2X2) of 11122 with 76 df and $p < 0.001$ which suggests a significant lack of fit. The Baseline Model, another model that is usually employed for benchmarking has a higher chi-square value of 16,136 with 91df, thus, significant at $p<0.001p < 0.001p<0.001$. The chi-square values also indicate that User Model is more appropriate for representing the studied phenomena than Baseline Model, although, according to the results obtained, the ideal fit is far from being achieved.

Table-3 Parameters estimates

				95% Confidence Intervals				
Dep	**Pred**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Organizational Ambidexterity	High-Performance Work Practices (HPWP)	0.824	0.117	0.594	1.05	1.16	7.04	< .001

The structural model of this study also has the parameter estimate of High-Performance Work Practices (HPWP) and Organizational Ambidexterity in this table. The unstandardized estimate for this relationship is 0.824 with SE of 0.117, which shows the amount of precision that has been achieved in the estimate. This indicates that the estimate of the association is not equal to zero and the 95% confidence interval lies in the 0.594 to 1.05, which is statistically significant. The standardized coefficient (β\betaβ) is 1.16 which show the relative strength of the effect. This analysis further validates the assumption that the relationship between HPWP and Organizational Ambidexterity is statistically significant by presenting the z-value of 7.04 and the p-value of less than 0.001.

Figure I – Path Model

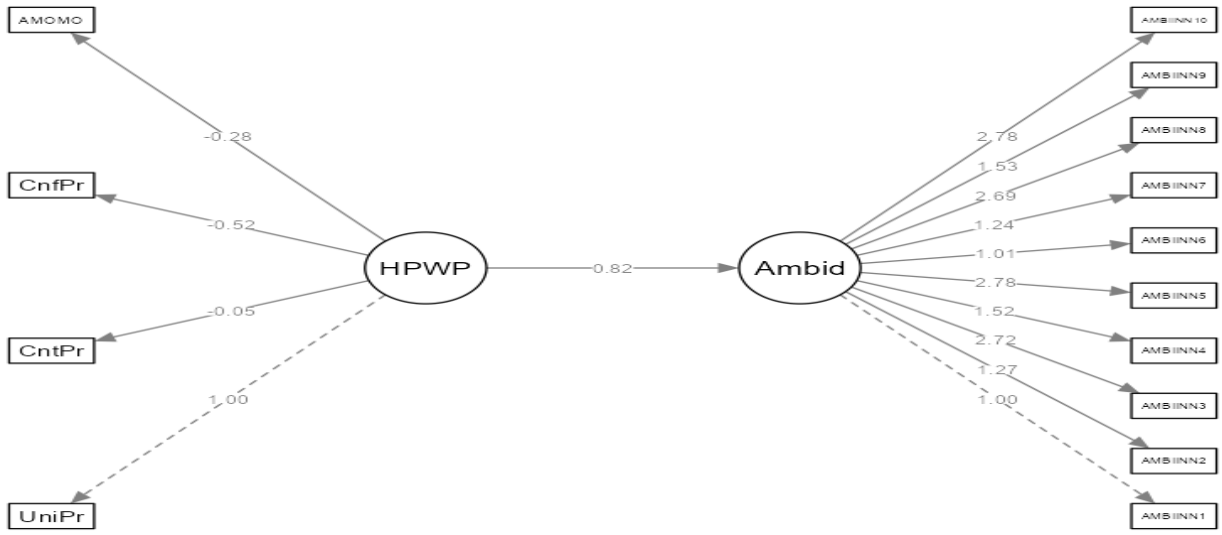

Table-4 Measurement model

				95% Confidence Intervals				
Latent	**Observed**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
High-Performance Work Practices (HPWP)	Universalistic Practices	1	0	1	1	0.7495		
	Contingency Perspective	-0.0513	0.0541	-0.157	0.0547	-0.0368	-0.948	0.343
	Configurational Perspective	-0.5229	0.0592	-0.639	-0.4068	-0.3708	-8.832	< .001
	AMO Model	-0.2804	0.057	-0.392	-0.1687	-0.1966	-4.921	< .001

Organizational Ambidexterity	AMBIINN1	1	0	1	1	0.4058		
	AMBIINN2	1.2692	0.1921	0.893	1.6458	0.445	6.606	< .001
	AMBIINN3	2.7188	0.3074	2.116	3.3213	0.9929	8.846	< .001
	AMBIINN4	1.5241	0.2244	1.084	1.9638	0.4685	6.792	< .001
	AMBIINN5	2.7775	0.3153	2.16	3.3955	0.9726	8.809	< .001
	AMBIINN6	1.0056	0.1599	0.692	1.3191	0.4083	6.287	< .001
	AMBIINN7	1.2361	0.1903	0.863	1.6092	0.4316	6.494	< .001
	AMBIINN8	2.6941	0.3044	2.097	3.2908	0.9949	8.849	< .001
	AMBIINN9	1.5269	0.2247	1.086	1.9674	0.4687	6.794	< .001
	AMBIINN10	2.7849	0.3158	2.166	3.4038	0.9779	8.819	< .001

The table indicates the measurement model through the presentation of the link between the two endogenous variables which are High-Performance Work Practices (HPWP) and Organizational Ambidexterity and their corresponding manifest variables. Every row gives an estimate of the strength of the association, SE, 95% CI, β\betaβ, z-value, and p-value.

For HPWP, Universalistic Practices is the reference indicator with an unstandardized estimate set to 1 and the standardized coefficient (β\betaβ) equalling 0.7495. Among the other indicators, Contingency Perspective has a non-significant negative correlation coefficient of 0.343, whereas Configurational Perspective has a negative correlation coefficient of −0.3708 (t = −6.867, p < 0.001), and AMO Model has a negative correlation coefficient of −0.1966 (t = −4.601, p < 0.001).

For Organizational Ambidexterity, AMBIINN1 is benchmark measure (β=0.4058\beta = 0.4058β=0.4058). All other indicators, including AMBIINN2 to AMBIINN10 have positive correlation coefficients where the standardized coefficients (β\betaβ) ranges from 0.4083 to 0.9949 and z-values all with p<0.001p < 0.001p < 0.001. From the above results, there is a strong indication that these indicators have a close relationship with the latent variable with AMBIINN3 AMBIINN5, AMBIINN8 and AMBIINN10 having the highest standardized coefficients.

Table-5 Variances and Covariances

				95% Confidence Intervals				
Variable 1	**Variable 2**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Universalistic Practices	Universalistic Practices	0.2508	0.02991	0.19216	0.3094	0.4383	8.39	< .001
Contingency Perspective	Contingency Perspective	0.6247	0.04415	0.53816	0.7112	0.9986	14.15	< .001
Configurational Perspective	Configurational Perspective	0.5513	0.03906	0.47471	0.6278	0.8625	14.11	< .001
AMO Model	AMO Model	0.6285	0.04394	0.54235	0.7146	0.9613	14.3	< .001
AMBIINN1	AMBIINN1	0.8246	0.05836	0.71018	0.9389	0.8353	14.13	< .001
AMBIINN2	AMBIINN2	1.0601	0.07505	0.91305	1.2072	0.8019	14.13	< .001
AMBIINN3	AMBIINN3	0.0173	0.002	0.01336	0.0212	0.0142	8.62	< .001
AMBIINN4	AMBIINN4	1.3425	0.09505	1.15617	1.5288	0.7805	14.12	< .001
AMBIINN5	AMBIINN5	0.0716	0.00554	0.06071	0.0824	0.054	12.93	< .001
AMBIINN6	AMBIINN6	0.8216	0.05815	0.70759	0.9355	0.8333	14.13	< .001
AMBIINN7	AMBIINN7	1.0846	0.07678	0.93413	1.2351	0.8137	14.13	< .001

AMBIINN8	AMBIINN8	0.0122	0.00176	0.00877	0.0157	0.0103	6.94	< .001
AMBIINN9	AMBIINN9	1.346	0.09531	1.15923	1.5328	0.7803	14.12	< .001
AMBIINN10	AMBIINN10	0.0577	0.00457	0.0487	0.0666	0.0437	12.61	< .001
HIGH-PERFORMANCE WORK PRACTICES (HPWP)	HIGH-PERFORMANCE WORK PRACTICES (HPWP)	0.3214	0.04362	0.23593	0.4069	1	7.37	< .001
Organizational Ambidexterity	Organizational Ambidexterity	-0.0555	0.02103	-0.0967	-0.0143	-0.3416	-2.64	0.008

This table shows the results of the variance of the latent variables and the covariance or correlation between the latent variables and their observed indicators. The variances are given on the diagonal, which shows how much each variable deviates from its mean. The covariances between the latent variables are not presented but the between variables relationships give information on the internal consistency and variability of the variables. The estimated variances for all indicators of High-Performance Work Practices (HPWP), namely Universalistic Practices, Contingency Perspective, Configurational Perspective, and AMO Model are positive and significant (p<0.001p < 0.001p < 0.001) with standardized coefficients (β\betaβ) varying from 0.4383 to 0.9986. This indicates that these constructs are clear and possess a high degree of measurement reliability. For Organizational Ambidexterity, most indicators also have positive variances, with β\betaβ values of 0.0142 to 0.8353 and all z-values being highly significant (p<0.001). However, the fact that the empirical estimate of the latent variable Organizational Ambidexterity itself is negative and has a small negative variance estimate (-0.0555, p=0.008p = 0.008p=0.008) could suggest model specification or measurement problems.

All in all, the analysis proved the existence of the significant differences for most of the indicators what makes the further use of the data reliable to express the latent variables. However, the negative variance for Organizational Ambidexterity needs further analysis of the results.

Table-6 Intercepts

			95% Confidence Intervals			
Variable	**Intercept**	**SE**	**Lower**	**Upper**	**z**	**p**
Universalistic Practices	3.621	0.038	3.547	3.695	95.733	< .001
Contingency Perspective	3.829	0.04	3.752	3.907	96.83	< .001
Configurational Perspective	3.813	0.04	3.734	3.891	95.376	< .001
AMO Model	3.817	0.04	3.737	3.896	94.408	< .001
AMBIINN1	3.27	0.05	3.173	3.367	65.826	< .001
AMBIINN2	2.945	0.057	2.832	3.058	51.227	< .001
AMBIINN3	4.285	0.055	4.177	4.393	77.628	< .001
AMBIINN4	3.502	0.066	3.374	3.631	53.413	< .001
AMBIINN5	4.277	0.058	4.165	4.39	74.307	< .001
AMBIINN6	3.268	0.05	3.17	3.365	65.815	< .001
AMBIINN7	2.955	0.058	2.842	3.068	51.189	< .001
AMBIINN8	4.293	0.055	4.186	4.399	78.635	< .001
AMBIINN9	3.505	0.066	3.376	3.634	53.374	< .001
AMBIINN10	4.272	0.057	4.16	4.385	74.424	< .001

High-Performance Work Practices (HPWP)	0	0	0	0		
Organizational Ambidexterity	0	0	0	0		

This table gives the intercepts of the observed variables and the latent variables in the model and their SE, 95% CI, z-statistics and p-values. Intercepts are the predicted value of each variable for the predictors equal to zero. Intercepts for the observed indicators of High-Performance Work Practices (HPWP) such as Universalistic Practices, Contingency Perspective, Configurational Perspective and AMO Model are 3.621 to 3.829, all significant at 0.000 level and have high z-values for consistency in the baseline of these variables. The Organizational Ambidexterity indicators, from AMBIINN1 to AMBIINN10, have intercepts between 2.945 and 4.293, all statistically significant ($p<0.001p < 0.001p<0.001$). These values indicate that there is variation in the baseline of these indicators, and that indicators like AMBIINN3, AMBIINN5, AMBIINN8 have the highest baseline level. The two latent variables High-Performance Work Practices (HPWP) and Organizational Ambidexterity are fixed at a starting value of 0 as is common in most of the structural equation modeling techniques for model identification. In sum, these results show that the observed variables have substantial and significantly different baseline values corresponding to their positions in the measurement model.

5. DISCUSSION AND CONCLUSION

The purpose of this research was to examine how High-Performance Work Practices (HPWP) affected organizational ambidexterity in the Indian IT industry and the underlying enablers and mediators of the relationship. The research results showed that HPWP had a positive and strong correlation with organizational ambidexterity. More pointedly, the results of this study showed that HPWP, which includes such factors as employee involvement in decision-making, decentralised decision-making, performance incentives, and extensive training activities, were instrumental in increasing an organisation's capacity to perform both exploratory and exploitative functions. This balance, in turn, is necessary and sufficient for flexibility and optimization in unstable and competitive conditions.

These results support prior research findings that similarly pointed to the ability of HPWP to develop a creative and organisational fit workforce. For instance, Patel et al (2013) stressed that HPWP build trust, discipline and flexibility that helps firms to attain ambidexterity and growth in high-tech SMEs. In the same vein, Junni et al. (2013) pointed out that ambidexterity mediates the relationship between HPWP and organizational performance to support the idea that better structured HR practices enhance the ambidexterity of firms. The current study also extends Chang (2016) who established that employee capabilities mediated the relationship between HPWP and ambidexterity and that the moderating role of social climate and leadership amplified these effects.

Furthermore, the existence of a strong correlation between HPWP and ambidexterity identified in the current research corresponds to the conclusions made by Ubeda-Garcia et al. (2017), who underlined the importance of ambidexterity as a mediator between employment practices and enhanced organizational performance in the hotel industry. The present work builds on these ideas and applies them to the Indian IT industry to show that HPWP can indeed encourage ambidexterity in an environment of technological dynamism and increased rivalry.

6. CONCLUSIONS

The findings of the study provide a rich understanding of the high-performance work practices (HPWP) and organizational ambidexterity. The results revealed that HPWP significantly affect how an organisation can manage exploration and exploitation functions. Measures like training interventions, employee involvement in organizational decision making, performance-related incentives, and employee autonomy were found to increase the ability of the employees to innovate as well as to excel in the execution of their tasks. These HR practices developed an enabler environment that facilitated workforce adaptability, flexibility and strategic alignment.

The research also showed that the correlation between HPWP and organizational ambidexterity was not only significant but also at a high level of reliability, which means that the results of the measurements are stable and accurate. This goes a long way in supporting the use of HPWP as a strategic tool for organizations intending to achieve ambidexterity. It appears that properly put into practice, HPWP may act as a tool that enables organizations to work in changing environment by both innovating and adapting with stability and speed.

Overall, this research supports the existing body of knowledge on how HPWP facilitate organizational ambidexterity and reasserts the importance of formalised HR practices for achieving strategic goals. In this way, the study supports the existing literature on the theoretical framework of HPWP and their relevance to various settings. These results are especially useful for IT firms in competitive environments where ambidexterity could serve as a key source of competitive advantage; the role of HR practices in supporting ambidexterity should be identified as a strategic priority. Still, future studies might build upon the present work by identifying other mediating and moderating variables, such as leadership and culture, to enhance the comprehension of how HPWP influence organizational outputs.

7. IMPLICATIONS OF THE STUDY

This study has important theoretical and practical implications, as it enlightens our understanding of the contribution of High-Performance Work Practices (HPWP) to organizational ambidexterity. The results stress the fact that the systematic and planned HRM practices can foster both innovation and efficiency at the same time in the organisations which are operating in the competitive and volatile environments like the Indian IT industry.

From the theoretical viewpoint, the present research contributes to the understanding of the link between HPWP and organisational ambidexterity by providing empirical evidence of the connection between the two constructs. It supports previous theories that assert that HPWP facilitate exploration and exploitation activities. The study provides empirical evidence for the practical utility of the AMO framework and shows that HPWP can greatly improve the ability, motivation, and opportunity of employees to contribute to organizational fit and flexibility. In this context, this research contributes to the body of knowledge by extending the link between HPWP and ambidexterity with structured HR systems and their contribution to strategic organizational objectives.

In a more applied sense, the research provides specific recommendations for future research and for HR professionals and managers. This paper underscores the necessity of adopting HPWP as a top managerial concern to support ambidexterity. The measures that should be adopted by the organizations include the provision of comprehensive training, provision of performance incentives, decentralised decision making and delegation of responsibilities that would enable the organization to develop a workforce that would be charged with the responsibility of innovation as well as operational efficiency. These practices not only increase the employees' involvement and performance but also direct them towards the two fundamental organizational strategies: exploration and exploitation for development.

Specifically for organizations in the IT sector, where the pace of technological change and the nature of competition put high demands on the ability to adapt and learn, this research highlights how HR initiatives have to be designed to address these needs. Infosys, TCS, HCLTech and Tech Mahindra could use these insights to build HR systems that enable flexibility and creativity and, simultaneously, control. In addition, the study indicates that enhancing the effectiveness of HPWP in leadership development and cultivating the organizational culture for ambidexterity significantly strengthen each other.

It also has implications for policy makers and industry regulators. In this way, policymakers are able to help organizations improve the adoption of HPWP and hence help improve the competitive capabilities of organizations and the economy as a whole. This is especially important in the context of the developing economy of India in particular, where the IT industry is seen as one of the chief agents of technological advancement and competitive positioning on the worldwide stage.

8. FUTURE SCOPE OF THE STUDY

This paper suggests several directions for future research based on the findings of this study that compared High-Performance Work Practices (HPWP) and organizational ambidexterity. Despite the findings of the current research in explaining how HPWP supports ambidexterity, future research can further expand the knowledge on the underlying process, contingencies and outcomes of the relationship.

First, future research can look at how industry specific factors influence the effectiveness of HPWP. Although this study has been conducted on the Indian IT sector, similar research in other industries like manufacturing or healthcare or retail etc can help in understanding the broader applicability of HPWP on the concept of ambidexterity. It is possible that these sectors may have different nature of operations, or different levels of technological advancement, or different human capital needs offering a basis for comparison.

Second, the interaction between organizational culture and leadership styles also has the potential additional research interest. As leadership is a well-established factor that supports HPWP to foster ambidexterity in the future research, more attention might be paid to the type of leadership like transformational, servant, or ambidextrous leadership and compare their impact. Cultural dimensions such as flexibility, creativity, and trust could also be considered as factors that may affect the effectiveness of HPWP.

future studies could include other mediating variables, such as well-being, psychological safety or organizational learning capabilities to enhance the understanding how HPWP enhance ambidexterity. Studying these mediators might explain the mechanism through which HR practices are related to outcomes such as innovation and improved operational efficiency.

Finally, due to the expansion of digitalization in the workplace, further research can explore how technology-sourced HPWP that include AI-based training, performance monitoring via big data, or virtual collaboration modify organizational ambidexterity. This area of research can provide useful information for industries that are experiencing a high rate of technological change because it examines how different types of HR practices affect workforce flexibility and organisational fit.

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