

The Mediating Role of Team Ambidexterity and Team Creativity in the Effect of Paradoxical Leadership on Employee Performance in the Construction Sector

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Abstract

The purpose of this study is to examine and analyze the effect of paradoxical leadership on employee performance, with team ambidexterity and team creativity serving as mediating variables. This research employs an explanatory design with a quantitative approach and involves 80 employees of Perusahaan Bidang Konstruksi. The sampling technique applied in this study is non-probability sampling using a purposive sampling method, resulting in a total sample of 80 respondents. The statistical analysis used in this study is Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of SmartPLS 4.1.1 software. The results of the analysis show that paradoxical leadership has a positive and significant effect on employee performance. In addition, paradoxical leadership also has a positive and significant effect on team ambidexterity and team creativity. Furthermore, team ambidexterity and team creativity also have a positive and significant effect on employee performance. The findings of this study also indicate that team ambidexterity and team creativity are able to mediate the effect of paradoxical leadership on employee performance at Construction Sector Company. It can be concluded from this study that paradoxical leadership is able to improve employee performance through the strengthening of team ambidexterity and team creativity among employees at Construction Sector Company.

Keywords: Paradoxical Leadership, Team Ambidexterity, Team Creativity, Employee Performance

Introduction

In the era of globalization marked by rapid digital development, organizations around the world face significant challenges in maintaining a balance between stability and innovation amid the complexity of business competition (Madaan et al., 2025). Research (Madaan et al.,

2025) confirms that the success of modern organizations depends not only on the effectiveness of control systems, but also on the ability to adapt, think creatively, and innovate in response to dynamic environmental changes. Therefore, organizations are required to develop a leadership style that is able to manage two seemingly contradictory aspects, namely between control and freedom, and between efficiency and flexibility (Madaan et al., 2025).

One of the leadership approaches that is considered to be able to answer these challenges is paradoxical leadership. (Madaan et al., 2025) explained that paradoxical leadership is the ability of leaders to balance opposing demands in the organization, such as maintaining stability while encouraging innovation. Leaders with this style are able to combine control and freedom of work, balance discipline with creativity, and align individual interests and organizational goals (Madaan et al., 2025). This approach plays an important role in creating a harmonious work environment while encouraging the emergence of innovative behaviors in employees (Madaan et al., 2025).

The phenomenon can be understood through the theory of ambidexterity, which emphasizes the importance of a balance between exploration and exploitation in organizational activities. According to (Ramadan & Tukiran, 2017), organizations that are able to maintain this balance tend to be more adaptive, responsive to change, and have a competitive advantage in a dynamic business environment. This balance allows organizations to optimize the use of resources while developing new ideas to maintain sustainability and improve performance (Ramadan & Tukiran, 2017).

Madaan et al., 2025 show that research on paradoxical leadership is still mostly focused on organizations outside Indonesia, especially the service and manufacturing sectors. Meanwhile, studies examining the relationship between paradoxical leadership, team ambidexterity, and team creativity in the construction industry in Indonesia are still very limited (Ejaz et al., 2024). In fact, the construction sector has complex characteristics, involves various disciplines, and demands a balance between innovation and efficiency so that projects can be completed on time with optimal quality (Ramadan & Tukiran, 2017). Therefore, this research is important to fill these gaps while expanding understanding of the role of paradoxical leadership in encouraging team ambidexterity.

Construction Sector Company is a company engaged in construction and infrastructure project implementation services, such as the construction of buildings, roads, and other public facilities. As a national-scale company, Construction Sector Company has a strategic role in supporting physical and economic development in various regions of Indonesia. In its operations, the company engages a cross-disciplinary workforce with a focus on punctuality, quality of results, and cost efficiency. However, like construction companies in general, Construction Sector Company also faces challenges in team coordination, employee creativity in overcoming technical obstacles, and implementing a leadership style that is able to balance control and flexibility.

Based on initial observations, Construction Sector Company continues to strive to improve its professionalism and performance in the face of increasingly fierce industrial competition. The company's operational activities are faced with dynamic challenges in line with the increasing

need for infrastructure development in Indonesia and the development of construction technology globally. This condition shows that the national construction sector has great opportunities, but it is also accompanied by high demands to be able to compete in an increasingly open market.

The results of interviews with employees of Construction Sector Company show that in the process of implementing projects, conditions often arise that require adjustment of work methods to changing field situations. One employee stated that "sometimes conditions in the field are different from the original plan, so the team has to find other ways to keep the work on target." This indicates that employees not only execute existing procedures, but are also required to find new solutions when facing technical obstacles. In addition, interviews also show that the team discussion process is not always optimal in producing innovative ideas. One of the employees said that "when there are problems in the project, we usually discuss with the team, but not all team members actively provide new ideas or ideas." This shows that the team's creativity still needs to be improved. In terms of leadership, employees revealed that the leadership gave trust to the team, but still supervised so that the work ran according to the company's standards. This condition reflects a balance between control and autonomy in leadership.

Construction Sector Company places improving the quality of human resources, operational efficiency, and sustainable project management as top priorities. The company strives to build a collaborative and adaptive work culture to change, both in terms of technology, work systems, and leadership patterns. In practice, the company also maintains a balance between the achievement of targets and the well-being of employees. This condition is an opportunity to strengthen leadership roles that are not only results-oriented, but also on developing the potential of team members.

From the perspective of human resource management, Construction Sector Company shows a commitment to improving employee competencies through workplace learning and practical training. This effort is in line with global demands that emphasize the importance of human capital in organizational success. Therefore, to maintain competitiveness in the midst of changes in the global labor market, it is necessary to apply a leadership style that is able to encourage individual creativity and accountability.

In this context, the application of paradoxical leadership becomes relevant. This leadership style emphasizes a balance between two seemingly contradictory approaches, such as oversight and freedom, stability and change, and an orientation to results and interpersonal relationships (Madaan et al., 2025). This approach is judged to be in accordance with the characteristics of the construction industry which demands punctuality, strong coordination, and high adaptability. Thus, organizations can create an innovative, productive, and supportive work environment through balanced leadership.

This study is motivated by the increasing need for organizations, particularly in the construction sector, to adopt leadership approaches that can effectively manage the tension between control and flexibility in highly dynamic work environments (Madaan et al., 2025). Despite the growing body of literature on paradoxical leadership, there is still limited empirical evidence examining how this leadership style influences employee performance

through team-level mechanisms such as team ambidexterity and team creativity, especially in the Indonesian construction context (Ejaz et al., 2025). Therefore, this research aims to fill this gap by providing empirical insights into the mediating roles of team ambidexterity and team creativity in the relationship between paradoxical leadership and employee performance, while also drawing on the concept of organizational ambidexterity (Hamblin et al., 2024).

The findings of this study are expected to contribute both theoretically, by enriching the literature on leadership and organizational behavior, and practically, by offering strategic guidance for construction companies in developing adaptive, innovative, and high-performing teams in the face of global competition.

Literature Review

Employee Performance

According to Madaan et al., 2025, employee performance is used as a measure to assess the extent to which individuals are able to carry out their duties and responsibilities in supporting the achievement of organizational goals. Performance appraisals are not only based on work outputs, but also include an individual's ability to adapt to change, encourage innovation, and provide quality services that meet the demands of a dynamic job. Recent studies further emphasize that employee performance in contemporary organizations is increasingly linked to adaptive capabilities and continuous learning in response to digital transformation and environmental uncertainty (Al Halbusi et al., 2025).

Al Zeer et al., 2023 explain through performance management theory that employee performance reflects effectiveness, efficiency, and quality in the implementation of tasks. Performance is seen as the result of interaction between an individual and his or her work environment. Factors such as organizational learning, training, job happiness, and working conditions are important elements that affect performance. In addition, employee empowerment and engagement also act as a link between organizational characteristics and productivity levels.

According to Ejaz et al., 2024, employee performance can also be explained through the concept of adaptive performance, which emphasizes the ability of individuals to adjust to changes in work situations. Performance in this perspective is still influenced by effectiveness, efficiency, and quality of work, and is supported by organizational factors such as training and working conditions. Employee empowerment and involvement are also important aspects in improving performance. In this context, performance is increasingly viewed as a multidimensional construct that integrates traditional performance indicators with adaptability, resilience, and proactive behavior in complex work environments (Abrate et al., 2022).

Alneyadi & Cherian, (2025) highlight work effectiveness as an important part of performance. Effectiveness is understood as the end result of various factors that affect performance, which is reflected in the ability of employees to complete work precisely, correctly, and according to standards. Indicators of effectiveness include consistency in work, speed of task completion, and completeness of document management.

Thus, employee performance does not only focus on work results, but also includes flexibility, creativity, and effectiveness. These three aspects show that the success of an organization is greatly influenced by the ability of individuals to adapt, innovate, and work effectively.

In the research of Ejaz et al., 2024, employee performance indicators include the ability to adjust to new tasks, handle emergency situations, and flexibility in carrying out roles. Meanwhile, Madaan et al., 2025 put forward indicators in the form of the ability to develop new ideas, a proactive attitude in finding solutions, and the ability to implement ideas. The development of new ideas reflects creativity and innovation, proactively seeking solutions shows initiative without waiting for direction, while the implementation of ideas is related to the ability to implement ideas in real terms.

According to Alneyadi & Cherian, 2025, performance indicators include quality and accuracy, quantity of work, and timeliness of task completion. A similar thing was also put forward by Poonam & Sengupta, 2025 which emphasizes the quality of work, productivity, and consistency in punctuality.

Paradoxical Leadership

Kundi et al., 2023 define paradoxical leadership as a leadership approach that emphasizes the leader's ability to deal with conflicting demands in an organization. Lin et al., 2024 added that leaders with this style are able to display contradictory behaviors at the same time, such as providing support to employees while demanding optimal performance. This approach differs from the traditional leadership concept that uses an either/or mindset, as paradoxical leadership prioritizes a both/and mindset to create a dynamic balance (Khan & Ullah, 2025). Recent empirical evidence highlights that paradoxical leadership plays a critical role in enhancing employee adaptability and innovative behavior by enabling individuals to navigate competing demands effectively (Wang et al., 2024).

The foundation of paradoxical leadership theory comes from the paradox theory by Smith & Lewis, 2011 which explains that organizations naturally face seemingly contradictory but interdependent tensions. These tensions need to be managed simultaneously to achieve dynamic equilibrium through both approaches. Furthermore, paradoxical leadership has been found to foster psychological safety and employee engagement, which are essential for balancing control and flexibility in dynamic organizational environments (Miron-Spektor et al., 2022).

Hossain et al., 2024 explain that in modern organizations, the emergence of opposing demands is inevitable. Therefore, leaders with a paradoxical leadership style do not choose one side, but rather integrate the two sides in a balanced manner (Wu et al., 2025). This approach is believed to be able to improve the performance, creativity, and adaptability of the organization.

Zhang et al., 2015 identified five main dimensions of paradoxical leadership, namely balance between focusing on oneself and others, maintaining closeness and distance, uniform treatment with individual flexibility, rule enforcement with flexibility, and maintaining control of decisions while providing autonomy. These five indicators show the leader's ability to manage the balance between two opposing demands simultaneously.

Team Ambidexterity

Team ambidexterity refers to the team's ability to carry out exploration and exploitation activities simultaneously. Osiyevskyy et al., 2025 mentioned that this ability is an important factor in dealing with competition and environmental change. Recent research indicates that team ambidexterity significantly contributes to organizational performance by enabling teams to simultaneously pursue efficiency and innovation in rapidly changing environments (Sohl et al., 2022)

Gibson & Birkinshaw, 2004 explain that ambidexterity is related to the balance between alignment and adaptability. Alignment reflects efficiency and consistency, while adaptability indicates adaptability to change. The concept of contextual ambidexterity emphasizes that such a balance is formed through a supportive work environment.

Ejaz et al., 2024 added that team ambidexterity allows the team to develop new ideas while leveraging existing knowledge. Khan & Ullah, 2025 affirms that the balance between exploration and exploitation helps teams stay innovative and efficient. In addition, team ambidexterity has been shown to mediate the relationship between leadership styles and team outcomes, particularly in knowledge-intensive industries (Antonio et al., 2022).

According to Khan & Ullah, 2025, the indicators of team ambidexterity include the ability to find new opportunities, evaluate innovation, prioritize innovation, adjust team activities, and utilize existing abilities. The indicator reflects the balance between exploration and exploitation activities within the team.

Team Creativity

Khan & Ullah, 2025 states that team creativity is an important ability in maintaining organizational competitiveness. Lee et al., 2025 define team creativity as the team's ability to generate innovative ideas that are useful for solving problems or improving work processes. Recent studies highlight that team creativity is strongly influenced by collaborative dynamics, knowledge sharing, and supportive leadership, which collectively enhance the generation and implementation of innovative ideas (Zhang et al., 2022).

The theory used refers to the Componential Theory of Creativity by Amabile et al., 2007, which explains that creativity is influenced by individual abilities, creative thinking processes, intrinsic motivation, and environmental support.

Khan & Ullah, 2024 emphasizes that team creativity is the result of a collective process through interaction between members. Lee et al., 2025 also explain that team creativity involves the ability to generate original ideas while implementing them in daily work. Moreover, digital collaboration and cross-functional interaction have been identified as key drivers of team creativity in modern organizations (Trieu et al., 2024)

Lee et al., 2025 put forward indicators in the form of idea-based work, orientation to creativity, and team creativity processes. Uraon et al., 2024 add indicators such as the ability to generate new ideas, flexibility, information exchange, and innovative problem-solving.

Kaoropthai, 2025 mentions other indicators, namely the ability to produce ideas in groups, creative problem solving, combining perspectives, the quality of ideas, and an environment that supports the exploration of ideas.

Conceptual Framework

This study examines the effect of paradoxical leadership on employee performance through the mediating roles of team ambidexterity and team creativity. Paradoxical leadership is expected to directly influence employee performance and indirectly influence employee performance through team ambidexterity and team creativity. The conceptual framework of this study is presented in Figure 1.

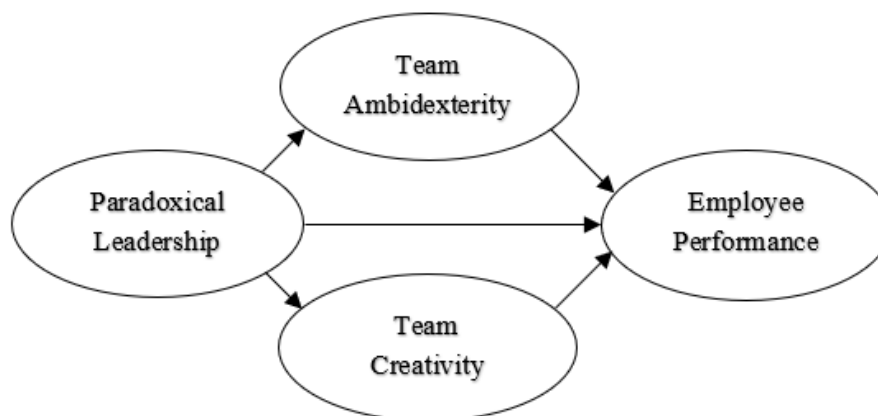


Figure 1. Conceptual Framework

Research Method

This research is included in the explanatory category using a quantitative approach. According to (Hair et al., 2019), the quantitative approach is geared towards generating findings that can be generalized from the sample to a wider population, so that researchers are able to draw conclusions that are objective and supported by numerical evidence. Furthermore, (Hair et al., 2019) explained that Exploratory Factor Analysis is an analysis technique used to examine the relationships between variables to identify the basic structure between these variables, especially when the number of variables is relatively large and correlated with each other. This technique allows researchers to group related variables, give names to those groups, and even form a new composite size that represents each group of variables.

The selection of the right location also contributes to the smooth and effective data collection process in accordance with the focus of the research. This research was carried out at Construction Sector Company which is located at Jl. Klampis Anom Blok D-10 No.33, Klampis Ngasem, Sukolilo District, Surabaya, East Java.

In this study, the population used is all permanent employees at Construction Sector Company. The selection of permanent employees is based on the consideration that they have a consistent involvement in the company's operational activities as well as a better understanding of working conditions, so as to be able to provide relevant information to the research variables.

In this study, the sampling technique uses non-probability sampling with the purposive sampling method, which is sample selection based on certain criteria. The criteria used are employees who are still actively working and willing to become respondents. Based on these criteria, the number of samples used was 80 employees. This sample is expected to be able to represent the characteristics of the population and provide data relevant to the research variables, so that the results of the study can reflect the actual conditions and in accordance with the objectives of the human resource management study at Construction Sector Company.

In this study, observation was carried out directly at Construction Sector Company to obtain data related to the research variables. Through this method, researchers can dig deeper into information related to respondents' experiences, opinions, and views. Interviews in this study were conducted with employees of Construction Sector Company. Through questionnaires, researchers can identify respondents' attitudes, perceptions, and beliefs without having to conduct direct interviews.

Descriptive statistical analysis is used to provide an overview of the characteristics of the data obtained in the study. This approach presents the data as it is so that the researcher can observe the distribution, patterns, and tendencies of each variable analyzed. The presentation of results usually includes mean values, standard deviations, maximum and minimum values, and distribution measures such as slope and kurtosis. According to (Hair et al., 2019), descriptive statistical analysis is an important initial stage before conducting further analysis. Through this stage, researchers can evaluate whether the data used has met certain assumptions, such as a distribution that is close to normal. Therefore, this analysis not only serves as a first step, but also helps to ensure the feasibility of the data and provide an initial understanding of the characteristics of the data before a more in-depth analysis is carried out.

Results and Discussion

Company Overview

The name of the company is Construction Sector Company which is located at Jl. Klampis Anom Blok D-10 No.33, Klampis Ngasem, Sukolilo District, Surabaya, East Java. The company can be contacted through 0315939642 phone number and was founded in 2008. The information provides an overview of the company's basic identity as the object of research, including the location of operations and year of establishment which shows the company's experience in carrying out its business activities.

At the beginning of its establishment, this company was in the form of a CV business entity. Dwi Martha Jaya with the legal status of Commanditaire Vennootschap (CV). The establishment was officially recorded in the Deed of Establishment Number 15 dated December 18, 2008 made by Lanny Kusumawati, S.H., a notary in Surabaya. Along with the development of the business and the need to increase capacity and professionalism, this business entity then changed to a limited liability company (PT) under the name Construction Sector Company. The amendment is based on the Deed of Amendment Number 18 dated December 8, 2015 which was also ratified by the same notary.

Along the way, Construction Sector Company has expanded its portfolio by working on various construction projects, both for government agencies and private parties. With its ever-growing experience and reputation built through commitment and dedication, the company strives to be a trusted partner in the implementation of various construction projects involving experienced professionals.

Research Results

This study uses data obtained from Construction Sector Company employees as respondents. The characteristics of the respondents were grouped based on several aspects, namely gender, last education, and working period. This grouping aims to provide an overview of the profile of the respondents involved in the study, so that it can help in understanding the background of the analyzed data.

Based on the results of data processing, it was known that the respondents consisted of 42 male employees or 52% and 38 female employees or 48% of the total 80 respondents. This data shows that the number of male employees is slightly more dominant than that of women. This condition is in line with the characteristics of companies engaged in the construction sector, which generally involve more male workers in operational work. Nevertheless, the involvement of female employees is also quite significant in supporting company activities.

This information about gender provides an overview of the diversity of respondents and allows researchers to obtain more diverse perceptions related to paradoxical leadership, team ambidexterity, team creativity, and employee performance, so that the results of the study become more representative.

Table 4 1

Characteristics of Respondents Based on Final Education

No.	Final Education	Quantity	Presentase
1.	High School Equivalent	13	16%
2.	Diploma (D3)	-	-
3.	Bachelor (S1)	65	81%
4.	Magister (S2)	2	3%
Quantity		80	100%

Source: Data processed,2026

The results showed that 13 respondents or 16% had the last high school education equivalent, there were no respondents with a Diploma (D3), as many as 65 respondents or 81% had a Bachelor's education (S1), and 2 respondents or 3% had a Master's education (S2). The data shows that the majority of employees have a Bachelor's degree in education.

This level of education reflects that most of the human resources in the company have a fairly high academic background, so they are expected to have the ability to understand the tasks, policies, and management practices in the organization. In addition, education can also affect employees' views on leadership, teamwork, and performance within the company.

Based on the results of the analysis, there were 7 respondents or 9% with a working period of less than 1 year, 31 respondents or 39% with a working period of 1-3 years, 20 respondents or 25% with a working period of 4-6 years, and 22 respondents or 27% with a working period of more than 6 years. From this data, it can be concluded that the majority of employees have a working period of 1-3 years.

This shows that most of the respondents have had enough work experience to understand the work system, leadership style, and teamwork dynamics in the company. With this experience, respondents are considered to be able to provide a more objective assessment of research variables such as paradoxical leadership, team ambidexterity, team creativity, and employee performance.

In the paradoxical leadership variable, an average score of 4.70 was obtained which was in the high category. This shows that leaders are able to implement paradoxical leadership well, such as maintaining a balance between personal and organizational interests, building closeness without losing professionalism, and providing flexibility without ignoring rules.

Table 4 2

Description of Respondents' Answers to Employee Performance Variables

Statement Items	1	2	3	4	5	Mean Item	Red Indicator	Mean Variable
Development of new ideas								4,18 (High)
Y1 (Idea development)	0	2	11	40	27	4,15	4,08	
Y2 (Combination of ideas)	0	5	17	30	28	4,01		
Proactively looking for solutions								4,26
Y3 (Solution initiative)	0	1	8	36	35	4,31	4,21	
Y4 (Work independence)	0	1	9	42	28	4,21		
Implementation of ideas								4,20
Y5 (Implementation of new ideas)	0	0	8	46	26	4,22	4,2	
Y6 (Implementation of ideas)	0	0	10	44	26	4,2		
Y7 (Sustainable innovation)	0	0	12	41	27	4,18		

Source : Data processed by researchers, 2026

The team ambidexterity variable has an average value of 4.24 which is also in the high category. These results show that the team is able to balance exploration and exploitation

activities, such as looking for new opportunities, evaluating alternatives, and making optimal use of resources.

Furthermore, the team creativity variable has an average value of 4.04 which is in the high category. This indicates that the team is able to generate creative ideas, solve problems innovatively, and integrate various perspectives in the work process.

Meanwhile, the employee performance variable has an average value of 4.18 which is also in the high category. This shows that employee performance is relatively good, both in the development of ideas, initiatives to find solutions, and in the application of ideas in work.

This study uses the Structural Equation Modeling (SEM) approach with the Partial Least Square (PLS) method through SmartPLS software version 4.1.1. The analysis was carried out through two main stages, namely the evaluation of the measurement model (outer model) and the structural model (inner model).

In the evaluation of the measurement model, all indicators in the variables paradoxical leadership, team ambidexterity, team creativity, and employee performance had an outer loading value above 0.70, so that it was declared to meet convergent validity (Hair et al., 2019). In addition, the results of discriminant validity show that each construct has a higher value than its correlation with other constructs, thus meeting the criteria of discriminant validity.

The results of the reliability test also showed that all variables had a composite reliability value above 0.70 and Cronbach's Alpha above 0.70, indicating that the entire construct had a good and consistent level of reliability.

In the evaluation of the structural model, the R-Square value showed that employee performance had a value of 0.624, which means that the variable can be explained by 62.4% by paradoxical leadership, team ambidexterity, and team creativity. A Q-Square value of 0.816 indicates that the model has good predictive capabilities.

The results of the causality test showed that all relationships between variables had a T-statistic value greater than 1.96, so it was declared significant (Hair et al., 2019). Paradoxical leadership has been proven to have a positive effect on employee performance, team ambidexterity, and team creativity. In addition, team ambidexterity and team creativity also have a positive effect on employee performance.

Indirect influence testing showed that team ambidexterity and team creativity were able to mediate the relationship between paradoxical leadership and employee performance significantly. This shows that both mediation variables have an important role in explaining the mechanism of leadership influence on employee performance. Thus, the results of this study provide a comprehensive picture of the relationship between variables in the model studied.

Discussion

The Influence of Paradoxical Leadership on Employee Performance

Based on the results of statistical analysis, it was found that *paradoxical leadership* has a positive influence on *employee performance*. This is shown by the value of the coefficient of 0.272 with a t-statistic of 2.740, so that Hypothesis 1 is declared accepted. These findings are also reinforced by the results of a questionnaire that shows that leadership that is able to balance conflicting demands can improve employee performance.

Leaders who are able to balance organizational interests and employee needs create a clear work direction as well as a supportive work environment. These conditions encourage employees to generate new ideas and increase the effectiveness of task completion. In addition, the maintained relationship between interpersonal closeness and professional boundaries also strengthens employees' sense of appreciation and responsibility towards work.

The application of fairness accompanied by flexibility allows employees to work within their respective capacities without ignoring organizational rules. On the other hand, the granting of autonomy that remains under the control of the leadership encourages the growth of initiatives and the implementation of real ideas. These results are in line with research (Madaan & Sharma, 2024) which states that there is a positive relationship between *paradoxical leadership* and *employee performance*.

Descriptively, the average value of *paradoxical leadership* is 4.70 and *employee performance* is 4.18 in the high category. This shows that the implementation of this leadership style at Construction Sector Company has been optimal and has a positive impact on employee performance.

The Influence of Paradoxical Leadership on Team Ambidexterity

The results of the analysis showed that *paradoxical leadership* had a positive effect on *team ambidexterity*, with a coefficient value of 0.640 and a t-statistic of 9.256. Thus, Hypothesis 2 is accepted. These findings indicate that leadership that is able to balance conflicting demands can encourage teams to carry out exploration and exploitation activities simultaneously.

The balance between the leader's orientation and the needs of the team creates a clear direction of work while opening up opportunities for innovation. An open relationship between leaders and team members encourages effective communication as well as alternative evaluation in the development of work processes. Flexibility in the application of rules also allows the team to remain adaptive without losing discipline.

Leaders who provide autonomy while maintaining decision control are able to increase the team's collective responsibility. This strengthens the team's ability to adapt and make optimal use of resources. These results are consistent with research (Khan & Ullah, 2025) that found a positive relationship between *paradoxical leadership* and *team ambidexterity*. The mean value of *the team ambidexterity* variable of 4.24 indicates a high category, thus strengthening the findings.

The Influence of Paradoxical Leadership on Team Creativity

Statistical analysis showed that *paradoxical leadership* had a positive effect on *team creativity*, with a coefficient value of 0.411 and t-statistic of 4.088, so Hypothesis 3 was accepted. Leadership that is able to manage opposing demands in a balanced manner has been proven to encourage the development of team creativity.

The work environment created by this balance allows team members to come up with ideas openly and combine different perspectives in problem solving. The application of flexible rules also creates a safe atmosphere for the exploration of ideas, thus increasing the quality of creativity.

In addition, granting autonomy to the team strengthens the confidence and involvement of members in the work process. This encourages the emergence of innovative ideas that are relevant to the needs of the job. These findings are in line with research (Khan & Ullah, 2025). Descriptively, the average *team creativity* score of 4.04 indicates a high category.

The Effect of Team Ambidexterity on Employee Performance

The results showed that *team ambidexterity* had a positive effect on *employee performance*, with a coefficient value of 0.325 and a t-statistic of 3.220. Thus, Hypothesis 4 is accepted. The team's ability to balance exploration and exploitation has been proven to increase employee effectiveness and work efficiency.

Teams that are able to develop new ways of working while optimizing existing resources can lead to better performance. This balance helps employees get work done on target without neglecting quality. These results support the research (Ejaz, 2024).

The high average *score of team ambidexterity* shows that the team at Construction Sector Company is able to adapt to the dynamics of construction work. This has an impact on increasing employee productivity and work accuracy.

The Influence of Team Creativity on Employee Performance

The results of the analysis showed that *team creativity* had a positive effect on *employee performance*, with a coefficient value of 0.348 and a t-statistic of 4.041. Thus, Hypothesis 5 is accepted. Team creativity plays a role in encouraging the development of ideas, proactive attitudes, and the implementation of solutions in work.

The team's ability to generate new ideas collaboratively creates a more dynamic work process. The exchange of ideas between team members results in more innovative and relevant solutions. This condition improves the quality of work results and responsiveness to change.

A work environment that supports creativity also increases employees' confidence in contributing. These findings are in line with research (Amalia et al., 2024) that shows a positive relationship between creativity and performance.

Team Ambidexterity as a Mediation Variable

The results of the analysis showed that *team ambidexterity* mediated the influence of *paradoxical leadership* on *employee performance*, with an indirect coefficient value of 0.208 and a t-statistic of 2.985. Hypothesis 6 is declared accepted.

Balanced leadership encourages teams to not only focus on efficiency, but also actively seek out new opportunities. Through this ability, employees become more adaptive in dealing with work dynamics. Thus, *team ambidexterity* serves as a mechanism that strengthens the relationship between leadership and performance.

Team Creativity as a Mediation Variable

The results of the analysis also showed that *team creativity* mediated the relationship between *paradoxical leadership* and *employee performance*, with an indirect coefficient value of 0.143 and a t-statistic of 2.594. Hypothesis 7 is accepted.

Leadership that is able to balance paradoxical demands creates a work environment that encourages team creativity. This creativity then improves performance through innovative ideas and applicative solutions. Thus, *team creativity* is an important path in strengthening the influence of *paradoxical leadership* on *employee performance*.

Conclusion

This study aims to test the influence of *paradoxical leadership* on *employee performance* with *team ambidexterity* and *team creativity* as mediation variables at Construction Sector Company. The focus of the research is directed to understand how leadership that is able to balance conflicting demands can improve team capabilities as well as impact employee performance in the context of construction companies.

Based on the results of the analysis of research data, it can be concluded that: (1) *paradoxical leadership* has a positive effect on *employee performance*, (2) *paradoxical leadership* has a positive effect on *team ambidexterity*, (3) *paradoxical leadership* has a positive effect on *team creativity*, (4) *team ambidexterity* has a positive effect on *employee performance*, (5) *team creativity* has a positive effect on *employee performance*, (6) *team ambidexterity* has been proven to mediate the influence of *paradoxical leadership* on *employee performance*, and (7) *team creativity* has also been proven to mediate the influence of *paradoxical leadership* on *employee performance*. These findings show that a balanced leadership role is an important factor in improving employee performance, both directly and through strengthening the team's ability to manage ambidexterity and creativity.

These results reinforce the theoretical assumption that paradoxical leadership is a critical leadership approach in managing organizational complexity by simultaneously promoting control and flexibility, which in turn enhances both individual and team-level outcomes. Furthermore, this study provides practical implications for managers in the construction sector to adopt integrative leadership strategies that foster adaptability, innovation, and sustained performance in highly dynamic environments.

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