The Influence of Ambidextrous Leadership Mediated by Organizational Agility and Digital Business Model Innovation on the Performance of Telecommunication Companies in Indonesia during the Covid-19 Pandemic

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Abstract: - Since 2019 and still progressing in 2020, the problems of the three telecommunication operators have experienced a decline in company performance, it can be seen that TELKOM has decreased revenue from 135.567 Trillion (2019) to 135.450 Trillion (2020). The Covid-19 pandemic that occurred in Indonesia caused telecommunications operators to decide to delay investment in infrastructure development (New Capex) for 2020 and 2021. The purpose of this study was to determine the effect of Ambidextrous leadership mediated by organizational agility and digital business models on performance. telecommunications companies in Indonesia during the COVID-19 Pandemic. This research will be conducted using quantitative research. The sampling technique was done by convenience sampling. The number of samples is 100 respondents. Based on the discussion above, it is concluded that Ambidextrous Leadership has a positive and significant effect on Digital Business Model Innovation, Ambidextrous Leadership has a positive and significant impact on Organizational Agility, Ambidextrous Leadership has a positive and significant impact on Company Performance, Digital Business Innovation Model has a positive and significant impact on Company Performance, Organizational Agility has no positive and significant effect on Company Performance, Organizational Agility is not proven to moderate Digital Business Model Innovation on Company Performance. The study suggests the utilization of extraordinary plans in identifying external and internal situations during and after the corona virus pandemic (COVID-19).

Key-Words: - Ambidextrous Leadership, Digital Business Model Innovation, Organizational Agility, Firm Performance

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1 Introduction

The Information and Communication Technology (ICT) industry or Information Communication & Technology (ICT) as a very strategic industry, from the telecommunications infrastructure in it which continues to grow to digital products that are increasingly developing with various variations [1]. The role of ICT is that technology can help achieve new growth because technology allows innovation that can create business and economic growth.

The telecommunication industry from the ICT industry has become part of the Indonesian economy and has contributed significantly to the distribution of Indonesia's economic development, especially outside Java[2]. Indonesia is the largest archipelagic country in the world consisting of 17,504 islands with the characteristics of many remote and remote areas [3].

Information technology and cloud users in Indonesia in 2018 are the largest in Southeast Asia and will be the center of cloud growth for the overall market size target of 1.218 Trillion USD by 2022 [4]. Thus, Indonesia is the main market for Telecommunication and Digital development in Southeast Asia for Multi-National Information and Communication Technology Companies in the context of international expansion [4]. The COVID-19 pandemic that occurred in Indonesia caused telecommunications operators to decide to delay infrastructure development investment (New Capex) for 2020 and 2021 [5]. The performance of ICT industry companies in Indonesia, especially

telecommunications, experienced a decline in legacy revenue and an increase in data revenue, but overall consolidation, there was a decline in the performance of the telecommunications industry company.

In March 2020, the COVID-19 pandemic occurred in the world and arrived in Indonesia, had a significant impact on behavior change (new normal) for Telecommunication service customers, there was a significant spike in data traffic, impacting the performance of ICT and Telecommunication companies. The innovation of new digital Telecommunication products and services cannot boost the decline in Revenue Legacy, to increase Data Revenue, a new Digital Business Model Innovation is needed in collaboration between Telecommunication industry players [5].

The coronavirus pandemic has added to small and medium enterprises (SMEs). Ghezzi, [7] stated that Entrepreneurs could adopt an ambidextrous leadership style to drive the innovative performance of their business in times of pandemic. Ambidextrous leadership is critical in promoting workforce creativity, continuous improvement of business processes, and resource efficiency. Navarro, et al. [8] improve academic understanding of the relationship between ambidextrous leadership (AL), psychological distance (PD), and enterprise technological innovation performance (ETIP) and provide insight for entrepreneurs to manage their companies effectively.

In line with the development plan for growth, the performance of the Telecommunication Operators and Technology owner companies, especially related to the business process of organizational behavior in the face of market turbulence dynamics, is referred to as Agility [7], based on previous research, empirical studies on 112 Communication and IT companies in Spain in 2007-2008 stated that there was a relationship between positive relationship between Company Agility and Firm Performance [8].

Previous research in an organization conducted on 147 respondents from Albaha University in Saudi Arabia, the behavior of Opening and Closing Leaders as Ambidextrous Leadership greatly affects the behavior of increasing Employee Exploration and Exploitation in motivating the development and improvement of innovation performance of its employees[6]. With the application of Ambidextrous Leadership theory to support Innovation with Opening & Closing behavior, leaders prove a positive relationship to Employee Innovation Performance which will contribute to improving Firm Performance [9]. In an earlier source, Ambidextrous Theory for Innovation, research on Architects and Interior design companies on 33 team leaders and 90 employees proved a positive relationship between Opening & Transformational Leadership behavior on Innovation Performance outputs which had a positive impact on increasing Firm Performance [10].

From various descriptions related to the previous phenomenon, it is interesting to conduct research to find the right and applicable strategy for the telecommunications industry to find the right strategy to improve Firm Performance, influenced by Ambidextrous Leadership through Digital Business Model Innovation and Organizational Agility in the telecommunications industry in Indonesia.

2 Literature Review

2.1 Resource Based Theory & Ambidexterity Theory of Leadership for Innovation

Resource Based Theory (RBT) is a resource-based theory in strategic management. Resources are exploited to be able to compete with competitors. The principle of RBT is that resources must simultaneously be valuable, rare, imprefectly imitable and non-substitutable. Resources that support this in the form of top management, organizational structure, culture to improve company performance [11].

The organizational ambidexterity was defined through two forms, namely structural ambidexterity, and contextual ambidexterity. The former obtained through structural interventions and is based on the idea of a trade-off, which attained by outlining activities pertaining to exploration and exploitation (separation of exploration and exploitation into Alghamdi Journal of Innovation and Entrepreneurship independent units with a leadership-integration and coordination at the top of an organization, while the latter requires exploitation of a current capability and exploration of a future opportunity[12,13].

This can be done by creating an organizational context, allowing organizational employees to engage in both explorative and exploitative behaviors and to determine autonomously how divide time and energy between both behaviors [14,15]. The ambidexterity theory of leadership for innovation [14] posits that ambidextrous leadership

includes three elements: opening leadership behavior to encourage explorative behavior, closing leadership behavior to encourage exploitative behavior, and flexibility over time to switch between both behaviors once a situation entails.

2.2 The influence of Ambidextrous Leadership (AL) on Digital Business Model Innovation (DBMI) in Telecommunications Industry Companies

Previous research, on 54 employees related to Ambidextrous Leadership behaviors and innovation performance, Traditional leadership styles (i.e. transformational, transactional, instrumental leadership, leader–member exchange) were assessed at the person level to identify the impact on innovation performance. Instrumental leadership includes opening and closing leader behaviors that have a positive and significant effect on innovation performance [16]. Based on research data from 98 SME High Technology SME's in the UK, it was found that opening and closing leadership behaviors predicted employee explorative and exploitative innovation behaviors, with control variables [17]. Top Management Team companies use transactional leadership because structural and environmental limitations have an impact on the development of innovation, as well as using part of the transformational leadership style [18]. Based on this description, it can be assumed that Ambidextrous Leadership has a Positive and Significant effect on Digital Business Model Innovation in the Telecommunications industry in Indonesia. So it can be formulated:

H1: Ambidextrous Leadership has a positive and significant effect on Digital Business Model Innovation in the Telecommunications industry in Indonesia.

2.3 The influence of Ambidextrous Leadership (AL) on Organizational Agility (OA) in Telecommunications Industry Companies

Leadership Style as a strategic leadership characteristic for ambidextrous and able to be implemented simultaneously for organizational learning, from several researchers [19,20,21,22], and leadership encourages organizational learning process to achieve innovation, high performance and competitiveness [23]. To develop organizational agility in turbulent environmental conditions, Boards must focus on 3 (three) areas, namely strategic agility, operational agility (including culture), and leadership agility [23]. Sourced from 149 employees, previous research indicates that (1) transformational leadership and (2) organizational agility have a positive effect on service recovery. It was even found that the use of Organizational Agility and Transformational Leadership Applications would make the organization better for service recovery [25]. Based on this description, it can be assumed that Ambidextrous Leadership has a Positive and Significant effect on Organizational Agility in the Telecommunications industry in Indonesia. So it can be formulated:

H2: Ambidextrous Leadership has a positive and significant effect on Organizational Agility in the Telecommunications industry in Indonesia.

2.4 The Influence of Ambidextrous Leadership (AL) on Firm Performance (FP) in Telecommunication Industry Companies

Previous research, on organizations that develop exploration and exploitation simultaneously to achieve firm performance, that Ambidextrous Leadership investigations on CEOs have a positive effect on Ambidextrous Behavior of top management team (TMT) members. Analysis from various sources, it is proven that CEO Ambidextrous Leadership is able to predict TMT-member ambidextrous behavior in achieving Firm Performance. TMT behavioral integration relationships include collaborative behavior, information exchange and joint decision-making [26]. Previous research on 170 service-oriented firms in Taiwan tested Ambidextrous Innovation (exploration and exploitation innovation) and market orientation capabilities (market-sensing and customer-linking capabilities) that had a positive and significant effect on Service innovation and firm performance [27]. Evidence from previous research, from key informants as many as 220 companies, found that simultaneous marketing exploitation and exploration had a positive and significant effect on Firms' Market Performance. The collaboration of suppliers has a positive impact on Marketing Exploration but also weakens the influence of marketing exploitation on Market Performance [28]. Based on this description, it can be assumed that Ambidextrous Leadership has a Positive and Significant effect on Firm Performance in the Telecommunications industry in Indonesia. So it can be formulated:

H3: Ambidextrous Leadership has a positive and significant effect on Firm Performance in the Telecommunications industry in Indonesia.

2.5 Effect of Digital Business Model Innovation (DBMI) on Firm Performance (FP) in Telecommunication Industry Companies

In a previous study, it was found that Digital Business Model Innovation has a positive and significant relationship and influence on Product Marketing strategy that supports the achievement of Firm Performance, calculated from the measurement of market capitalization [29]. Digital transformation is something that provides a competitive advantage for companies and from research conducted that Digital Transformation has a positive and significant impact on the Innovation Business, and Digital Business Innovation has a positive and significant impact on Firm Performance [30]. Research obtained from other sources, that initially Apple focused on hardware and software innovation, after the iPod and iTunes innovation, with the development of a new Business Model, Apple can increase revenue, profit and stock price changes, Digital Business Model Innovation has a positive and significant impact on the Company's Business Performance [31]. Previous research on the Advanced Business Model, based on two types of business model innovation, replication and renewal, has a very positive effect on Firm Performance. It is explained in the research journal that, Business Model Innovation, replication and renewal, positively and significantly affects Firm Performance and Environmental Dynamism has a very strong relationship influencing each other [32]. So it can be formulated:

H4: Digital Business Model Innovation has a positive and significant impact on Firm Performance in the Telecommunications industry in Indonesia.

H5: Digital Business Model Innovation moderates Ambidextrous Leadership and Firm Performance in the Telecommunications industry in Indonesia.

2.6 The effect of Organizational Agility (OA) on Firm Performance (FP) in Telecommunications Industry Companies

The rapid development of business dynamics has brought changes in the Company's perspective in facing the challenges of increasingly high competition. For this reason, Organizational Agility becomes important in determining the Company's strategy in facing the challenges of competition [33]. From previous research that Organization Agility is one of the antecedents of Firm Performance, based on researcher testing on Small Medium Enterprise (SME) companies, small and medium enterprises develop Internal Agility and innovation activities to improve Firm Performance, with research on 260 SMEs in Taiwan, it is proven that External Network Resource (NR) and Internal Organization Agility (OA) increase competitive advantage and improve Company Performance, OA has a positive and significant effect on Company Performance [34]. Although research has shown that business model innovation (BMI) can create a company's competitive advantage and improve its performance. A conceptual model was developed to examine how organizational capability and the implementation of profit or growth-oriented strategies, as embodied in BMI, affect the Company's overall performance [41]. According to previous research on Information Systems companies, that companies that use Information Systems have a positive and significant effect on Organizational Agility, and referring to the analysis of Multigroup companies that the influence of Information System (IS) capabilities on Organizational Agility in High Technology companies is increasingly significant, as one of the one capability that has a positive and significant impact on company performance [35]. So it can be formulated:

H6: Organizational Agility has a positive and significant effect on Firm Performance in the Telecommunications industry in Indonesia.

H7: Organizational Agility moderates Digital Business Model Innovation and Firm Performance in the Telecommunications industry in Indonesia.

3 Methods

The research design is a master plan that defines the methods and procedures for collecting and analyzing the required information [36]. This study uses a causal research design..

This research will be conducted using quantitative research [37]. The sampling technique is done by convenience sampling. The number of samples is 100 respondents. Respondents in this study amounted to 100 respondents that men occupy the majority sample compared to women. Based on age, the majority of respondents are 45-50 years old (87 respondents). With an average work experience between 30-35 years (76 respondents). Based on job position, most of the respondents are VP (34 respondents).

Furthermore, the statistical tool used to process the data is partial least square-structural equation modeling or abbreviated PLS-SEM with the SmartPls program. Questionnaire items for Ambidextrous constructs were adapted from Oluwafemi's research, [15], Organizational Agility

constructs adapted from Singh's research, [33], Enterprise Performance constructs adapted from Hubbard and Sudiyatno's research [34], Digital Business Model constructs adapted from Ferreira's research [24] and combined with scale development. Measurement of items using a 5-point Likert scale, namely points 1 to 5 points, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

4 Analysis and Discussion

In addition to construct validity tests, construct reliability tests were also carried out as measured by composite reliability and Cronbach's Alpha (CA) from construct measuring block indicators. The rule of thumb that is usually used to assess construct reliability is the Composite Reliability (CR) value of 0.70 for confirmatory assessments, where values 0.60 to 0.70 are still acceptable for exploratory assessments. Here are the results:

Table 1. Construct Reliability and Validity

Variable & Indicators		Outer Loading	CA	CR	AVE
AMBIDEXTROUS					
AM: 1	Leader allows various efforts to complete work	0,880	0,924	0,943	0,768
AM : 2	Allows to think and act independently	0,931			
AM : 4	Making regulations so that field implementation runs smoothly	0,767			
AM : 6	Ensuring a plan is implemented according to plan	0,883			
AM : 7	Give space to express opinions	0,912			
ORGANIZATIONAL AGILITY					
OA : 1	Ability to think concrete and practical, alternative and anticipatory	0,730	0,916	0,934	0,705
OA : 2	Reaction response to changes in business dynamics that occur	0,690			
OA 4	Using appropriate technology that is well designed and adapted to the environmental, ethical, cultural, social and political and economic aspects of the community	0,908			
OA 5	Have an approach to change individuals, teams and company organizations in the desired future conditions	0,871			
OA 7	Quick to complete with timely completion of products and service delivery	0,860			
OA 8	Able to quickly carry out operating activities in accordance with established business terms and conditions	0,918			
DIGITAL BUSINESS MODEL INOVATION					
DMB : 1	New needs that can be met with new digital business model innovations	0,808	**0,899**	0,923	0,666
DMB : 2	There are related parties who carry out digital innovation activities (Companies,	0,706			
DMB 3	The added value provided with the new digital business model	0,869			
DMB 4	Generated revenue model with new digital business model towards target	0,841			
DMB 5	New customers and markets with digital business model innovation	0,829			
DMB 6	New channel of digital business model to customers	0,834			
FIRM PERFORMANCE					
FP : 1	Increased Profit relative to competitors	0,730	0,910	0,931	0,696
FP : 2	Annual ROE increase and from the previous year relative to competitors	0,690			
FP : 3	Annual ROA increase and from the previous year relative to competitors	0,908			
FP : 4	Increased Sales relative to competitors	0,871			
FP : 5	Annual Share Growth relative to competitors	0,860			
FP 6	Growth in the number of annual share transactions relative to competitors	0,918			

A construct is declared reliable if it has a composite reliability (CR) value above 0.70 and Cronbach's alpha (CA) above 0.60. From the SmartPLS output above, all constructs have CR values above 0.70 and CA above 0.60. So it can be concluded that the construct has good reliability.

Table 2. Discriminant Validity : HT/MT Ratio

Variables	Ambidextrous	Digital Model Business	Firm Performance	Organizational Agility
Ambidextrous				
Digital Model Business	0,944			
Firm Performance	1,014	1,055		
Organizational Agility	0,957	1,069	1,044	

Note: The diagonal score in bold is the average extracted variance (AVE) of each individual construct. The off-diagonal score is the squared correlation between them. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) criteria presented in Table 2. Discriminant validity was measured by the square root value of each AVE indicated in the diagonal cell and required to be greater than the correlation coefficient (a value other than the value in the cell diagonal). Table 2 shows that this requirement was also met and thus the discriminant validity proved adequate for the factors evaluated in this study.

The following table explains the co-efficiency determination on the Constructs endogen. The model is fit when the value of R-square, GOF, and Q-Square is in the strong, large, and large categories, respectively. Table 3 shows the evaluation of R-Square Value and GOF.

Table 3. Evaluation of R-Square Value and GOF

Variable	R-Square	Communality	Q-square	Goodness of Fit (GoF) Index
Ambidextrous Leadership		0.426		0.417
Digital Business Model Innovation	0.290	0.495	0.143	
Firm Performance	0.414	0.557	0.179	

To assess the significance of the predictive model in testing the structural model, it can be seen from the t-statistic value between the independent variables and the dependent variable in the Path Coefficient table at the SmartPLS output below:

Table 4. Significant and Coefficient

Hypothesis	Original Sample (O)	Standardized Coefficient	T-statistics	P-values	Result
DIRECT EFFECT					
H1: Ambidextrous -> Digital Model Business	0,876	0,020	43,056	0,000	Hypothesis Supported
H2: Ambidextrous -> Organizational Agility	0,896	0,019	47,555	0,000	Hypothesis Supported
H3: Ambidextrous -> Firm Performance	0,422	0,044	9,481	0,000	Hypothesis Supported
H4: Digital Model Business -> Firm Performance	0,396	0,105	3,781	0,000	Hypothesis Supported
H6: Organizational Agility-> Firm Performance	0,197	0,125	1,578	0,115	Hypothesis Not Supported
INDIRECT EFFECT					
H5: Ambidextrous -> Digital Model Business -> Firm Performance	0,347	0,093	3,709	**0,000**	Hypothesis Supported
H7: AMBIDEXTROUS -> Organizational Agility-> Firm Performance	0,176	0,112	1,571	**0,117**	Hypothesis Not Supported

IPMA results are presented in Figure 1 (firm performance). A comprehensive understanding of how to read and use the results plotted in these figures can assist management in improving firm performance.

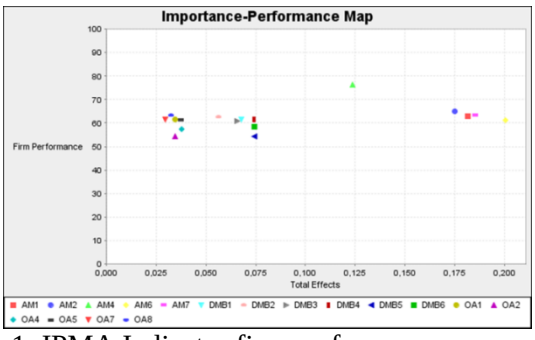

Fig. 1: IPMA Indicator firm performance

The IPMA approach must meet two requirements prior to any application: (a) all

indicators must have the same orientation, and (b) the outer weights must not be negative [32]. This requirement has been met. Based on Figure 1, IPMA on firm performance explains that an important indicator that must be improved is the response to changes in business dynamics that occur. Meanwhile, an important indicator that must be maintained is the new channel of the digital business model to customers.

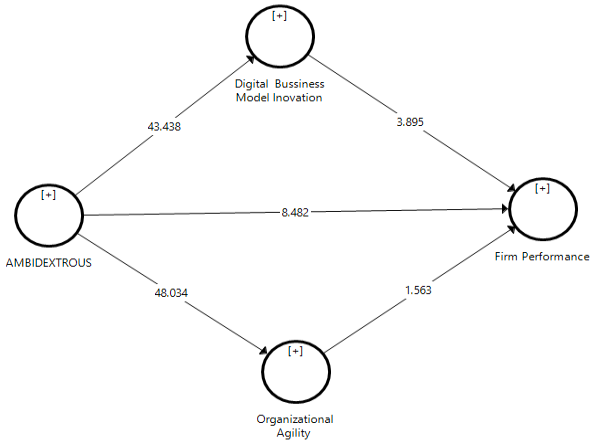

Fig. 2: Result Model

5 Discussion

5.1 Ambidextrous Leadership has a Positive and Significant Impact on Digital Business Model Innovation

It was found that the T-statistical value (43.056) > 1.96 and the value of the original sample was 0.876 (positive sign). From these results, the hypothesis which states that Ambidextrous Leadership has a positive effect on Digital Business Model Innovation is accepted. Ambidextrous Leadership has a positive and significant impact on Digital Business Model Innovation. This is in accordance with the research of Gerlach et al., [16] which examines Instrumental leadership including opening and closing leader behaviors that have a positive and significant effect on innovation performance. Based on research data from 98 SME High Technology SME's in the UK, it was found that opening and closing leadership behaviors predicted employee explorative and exploitative innovation behaviors, with control variables [17]. Top Management Team companies use transactional leadership because structural and environmental limitations have an impact on the development of innovation, as well as using part of the transformational leadership style [18].

5.2 Ambidextrous Leadership has a Positive and Significant Effect on Organizational Agility

It was found that the T-statistical value (47.555) > 1.96 and the original sample value was 0.422 (positive sign). From these results, the hypothesis which states that Ambidextrous Leadership has a positive effect on Organizational Agility is accepted. Ambidextrous Leadership has a positive and significant effect on Organizational Agility. This is in accordance with the research of Zacher and Rosing, [10] which states that exploration includes exploring, taking risks, experimenting and innovation in organizations, where exploitation is related to improvement, efficiency, implementation, and execution of a target [33]. Organizational agility is considered a core competency, competitive advantage and differentiator that requires strategic thinking, innovative mindset, capitalizing on change and the relentless need to adapt and be proactive. The success of Ambidextrous Leaders must be able to achieve optimal balance in exploiting and exploring all activities within the company to support the achievement of company performance targets [14].

5.3 Ambidextrous Leadership has a Positive and significant Effect on Firm Performance

It was found that the T-statistical value (9.481) > 1.96 and the value of the original sample was 0.896 (positive sign). From these results, the hypothesis which states that Ambidextrous Leadership has a positive effect on Firm Performance is accepted. Ambidextrous Leadership has a positive and significant effect on Firm Performance. This is in accordance with the research of Luo et al., [21] that the investigation of Ambidextrous Leadership on CEOs has a positive effect on Ambidextrous Behavior of top management team (TMT) members. Analysis from various sources, it is proven that CEO Ambidextrous Leadership is able to predict TMT-member ambidextrous behavior in achieving Firm Performance. TMT behavioral integration relationships include collaborative behavior, information exchange and joint decision-making. Previous research on 170 service-oriented firms in Taiwan tested Ambidextrous Innovation (exploration and exploitation innovation) and market orientation capabilities (market-sensing and customer-linking capabilities) that had a positive and significant effect on Service innovation and firm performance [27].

5.4 Digital Business Model Innovation has a positive and Significant Impact on Firm Performance

It was found that the T-statistical value (3.781) > 1.96 and the original sample value was 0.396 (positive sign). From these results, the hypothesis which states that Digital Business Model Innovation has a positive effect on Firm Performance is accepted. Digital Business Model Innovation has a positive and significant effect on Firm Performance. This is in accordance with research by Zott and Amit, [29] that Digital Business Model Innovation has a positive and significant relationship and influence on Product Marketing strategy that supports the achievement of Firm Performance, calculated from the measurement of market capitalization. Digital transformation is something that provides a competitive advantage for companies and from research conducted that Digital Transformation has a positive and significant impact on the Innovation Business, and Digital Business Innovation has a positive and significant impact on Firm Performance [30].

5.5 Organizational Agility has a Positive and Significant Effect on Firm Performance

It was found that the T-statistical value (0.115) < 1.96 and the original sample value was 0.197 (positive sign). From these results, the hypothesis which states that Organizational Agility has a positive effect on Organizational Agility is rejected. Organizational Agility has no positive and significant effect on Firm Performance. This is contrary to the research of Saha et al., [38] which states that Organizational Agility is important in determining the company's strategy in facing the challenges of competition. From previous research, that Organizational Agility is one of the antecedents of Firm Performance, based on researcher testing on Small Medium Enterprise (SME) companies, small and medium enterprises develop Internal Agility and innovation activities improve Firm Performance. Nason and Wiklund, [39] Firm Performance (FP) based on previous research is used as an increase in company performance measures from one point in time to another. The weight of individual variables for the dimensions of business success according to [46]. Penrose identified two types of resources - physical and human. These resources are themselves a collection of potential services.

5.6 Organizational Agility moderates Digital Business Model Innovation and Firm Performance

It was found that the T-statistical value (0.117) < 1.96 and the original sample value was 0.176 (positive sign). From these results, the hypothesis states that Organizational Agility is not proven to moderate Digital Business Model Innovation on Firm Performance. This is contrary to the research results of Liu and Yang, [28] that External Network Resource (NR) and Internal Organization Agility (OA) increase competitive advantage and increase Firm Performance, OA has a positive and significant effect on Firm Performance. Organizational Agility is the capacity to change organizational and business rules which when operating makes them more effective and efficient when dealing with various types of things that organizations must do [8]. According to previous research on Information Systems companies, that companies that use Information Systems have a positive and significant impact on Organization Agility, and referring to the Multigroup company analysis that the impact of Information System (IS) capabilities on Organizational Agility in High Technology companies is increasingly having a significant effect, as one of the capabilities which has a positive and significant impact on Firm Performance [35].

6 Conclusion

In conclusion, this study examined the effect of ambidextrous leadership and digital business model innovation on the performance of telecommunication companies in Indonesia

Based on the discussion above, it is concluded that Ambidextrous Leadership has a positive and significant effect on Digital Business Model Innovation, Ambidextrous Leadership has a positive and significant effect on Organizational Agility, Ambidextrous Leadership has a positive and significant effect on Firm Performance, Digital Business Model Innovation has a positive and significant impact on Firm Performance, Organizational Agility has no positive and significant effect on Firm Performance, Organizational Agility is not proven to moderate Digital Business Model Innovation on Firm Performance.

This article has three main theoretical contributions. First, our research provides a starting point to examine the phenomenon of the company's Firm Performance in the situation of the COVID-19 pandemic in the telecommunications industry. Second, our research provides evidence that Ambidextrous Leadership in a scientific exploration organization of flexible Leader Opening and Closing behavior is implemented situationally.

Third, with the application of Ambidextrous Leadership theory to support Innovation with Opening & Closing behavior, the leader proves a positive relationship to Employee Innovation Performance which will contribute to improving Firm Performance.

The limitation of the sample in this study is because the sample in this study was the managers so it was difficult to get a large number of samples. The sample (respondents) in this study was very limited because the number and scope of the company's employees were not so large that it relatively could not be generalized to the population. wider. Future research is expected to use a larger and wider sample in order to obtain better research results, more generalizable, and can provide a more real picture of employee performance.

For further research based on social aspects, further research is expected to include cultural variables. Hofstede [40] examines that culture is a variety of interactions of habitual characteristics that affect community groups in their environment, there are 5 (five) cultural dimensions, namely: Individualism, Collectivism, Power Distance, Uncertainty Avoidance and Masculinity

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Marindra Bawono is the main author of this article and also plays a role in analyzing the statistical data generated in this study.

Idris Gautama is an expert in the field of research management, he is very helpful in providing input and input in this research so that it can produce quality research.

Agustinus Bandur is an expert in the field of economics and research management, she is also an expert in the field of economics so she is very instrumental in providing input on the use of theories in this research in order to produce quality research.

Firdaus Alamsjah is an expert in input research methodology; he plays a role in providing input and in this research so that it can produce quality research.

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