Linking between high-performance work practices (HPWPs) and organizational ambidexterity: An Empirical Study

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Abstract

Purpose: The goal of this paper is to examine the effects of high-performance work systems (HPWPs) (recruitment and selection, training and development, employment security, performance management, rewards and benefits, decision making, and job design) on organizational ambidexterity (OA) in the Egyptian tourism and hotel sector.
Design/Approach/Design: A sample of 22 hotels and 25 travel agents in Egypt were used to evaluate the theoretical model and assumptions suggested. SPSS was used to analyze the data.
Findings: The findings put forward that the level of tourism companies' adoption of HPWPs and OA is high. HPWPS helps providing hotels, and travel agencies with administrative and technical capabilities to operate and succeed. It also contributes to enhancing the OA. In addition, the existence of a statistically significant correlation for the dimensions of HPWPs and OA. Furthermore, there is a positive significant effect of HPWPs in improving the OA.
Originality of the research: This study sheds lights on investigate the relationship between HPWPs, and OA. Finally, implications are drawn for organizations, managers, and practitioners.

1. Introduction

Numerous studies have revealed strong evidence for beneficial links between HPWPs and various forms of organizational performance metrics, and strategic HRM research has extensively investigated these relationships (Huselid, 1995; Jiang and Messersmith, 2018). Different conceptual frameworks have been used to investigate the relationship (Tsai, 2006). The resource-based view, ability-motivation-opportunity model, expectancy theory, social exchange theory, behavioral theory, human capital theory, strategic management, resource dependency theory, are some of the frameworks that are used (Delaney and Huselid, 1996; Ogbonnaya et al., 2017). The theories primarily link HPWPs to firm-level and employee-level outcomes (Tsai, 2006) via their impact on employees' skills, knowledge, values, ability, opportunities, motivation, communication, involvement, relevance, and flexibility (Obeidat et al., 2016). HPWPs are based on the premise that collectively implementing HR practices will have a bigger influence on organizational results than any single practice (Macky and Boxall, 2007). Selective personnel, extensive training, developmental performance evaluation, and equitable incentive schemes are all examples of HPWPs (Gary, 2019).

There are only a few research on HPWPs and organizational ambidexterity (OA) in the hospitality literature. Hoque (1999) found that when HPWPs were employed as a coherent cohesive bundle of work practices, or HPWPs, integrated into a quality focused human resources strategy, they were more likely to contribute to business achievement. Lashley et al. (2007) conducted that many hotels in Dublin used certain components of HPWPs, but few incorporated employees in their decision-making processes in another survey of hotel employees. Job embeddedness entirely moderated the association between HPWPs and

turnover intentions, according to research of front-line staff in Iranian hotels (Karatepe, 2013a). A follow-up study found that employee engagement fully mediated the associations between HPWPs and employee performance as well as extra-role customer service in this study (Karatepe, 2013b).

Studies on HPWPs have focused on measuring HPWPs and their relationship with organization performance (Zhang et al., 2018), job satisfaction, commitment, and turnover (Brink et al., 2019), and OA, intellectual capital, and knowledge absorptive (Gürlek, 2020). In the context of OA, however, research have focused on hotel innovation (Ubeda-Garcia et al., 2017), HR flexibility (Ubeda-Garcia et al., 2018), and managerial creativity (Elnagar and Shoaib, 2021).

According to previous research (Athwaria, 2016; Tang et al., 2017), implementing HPWPs improves employees' creative performance. When employers provide their employees with values through empowerment, job security, rewards, and training, they are expected to appreciate it and reward their employer by demonstrating embeddedness behavior and effectively performing their tasks, which leads to creativity and innovative behaviors in the workplace. In summary, when a performance uses HPWPs, people become more invested in their employment, are more likely to perform creatively, and stay with the company.

Nevertheless, despite important progress in the HPWPs literature across economic sectors, there is a noticeable lacuna in empirical research on applying HPWPs in the tourism and hospitality sector. As a result, the current research helps to the eradication of various flaws in the literature. As can see from the theoretical discussion, there is very little empirical information on the antecedents and implications of HPWPs in the literature. Furthermore, OA has not yet received significant attention in the hotel business. Furthermore, the nature of HPWP-OA interactions in the Egyptian tourist and hotel industries has yet to be examined.

The theoretical framework is described in the next part, followed by the research methodology. The outcomes of the systemization of the HPWPs and OA are employed in a quick review of scientific production. Finally, the study's results are provided, emphasizing its scientific, practical contributions, and future research opportunities.

2. Literature review

2.1. High-performance work practices (HPWPs)

Different schools of thought, such as configurational, contingency, mutual benefit, and integrationists, have emphasized the relationship between HPWPs and organizational performance (Delery and Doty, 1996). Regardless of the organizational setting, the universalistic approach favored the favorable association between HPWPs and organizational advantages. In a distinct corporate setting, HR practices build organizational value. In a nutshell, the viewpoint affirms that, regardless of corporate principles, HR practices are always advantageous to the organization (Huselid, 1995; Youndt et al., 2004). Integrationists think that when HR strategies are applied in a complementing package, the benefits to the business are multiplied. HPWPs should be aligned with the organization's strategic choices, according to the contingency viewpoint. To get a competitive edge in the market, they preferred a vertical alignment between HRM practices, environmental features, and organizational strategy (Garg, 2019).

Kehoe and Wright (2013) indicated that the strategic HRM domain has identified the features of an ideal HRM system for achieving corporate results, with an emphasis on a high-performance HRM strategy. As a result, studies have discovered that HPWPs, or performance-oriented human resource management systems, influence organizational results through altering employee behaviors (Karatepe 2013). HPWPs improve organizational performance in work environments that motivate people to work more to achieve organizational objectives (Luna-Arocas and Camps, 2008). Nevertheless, scientists have disagreed on whether HPWPs should be unidimensional or multidimensional. Some experts believe that HPWPs are made up of many, unrelated activities (Obeidat et al., 2016). Prior research suggests, however, that discrete behaviors alone are insufficient to promote improved performance if they are not interdependent (Delery and Doty, 1996). As a result, Kehoe and Wright (2013) confirmed that HRM experts recommend that the aspects be many and mutually reinforcing. The table below illustrates several HPWP dimensions at various eras, which are being integrated into the current research HPWP dimensions. Early HPWP research is shown in Table 1.

Table 1: Dimensions of HPWPs in previous research.

Authors	HPWPs Attributes
Huselid (1995)	Personnel hiring, performance appraisal, compensation, and training and development
Pfeffer (1998)	Job security, personnel hiring, decentralized decision making, compensation, training and development, participation, and information sharing
Hoque (1999)	Terms and conditions, recruitment and selection, job design, training, quality issues, communication and consultation and pay systems
Ashton and Sung (2002)	Participation, compensation, performance appraisal, and information sharing
Horgan and Muhlau (2006)	Training and development, incentives, selection, guidance, and information sharing
Pare and Tremblay (2007)	Recognition, empowerment, compensation, competency development, and information sharing
Luna-Arocas and Camps (2008)	Salary, job enrichment, and stability
Liao et al. (2009)	Training and development, information sharing, participation, compensation, job design, performance appraisal
Tang and Tang (2012)	Selection policies, Training, performance appraisal, compensation, participation, and empowerment
Rubel and Kee (2013)	Staffing, training and development, compensation, employment security, performance appraisal, and career development opportunity
Pittino et al. (2016)	Selective staffing, intensive training, career development, compensation and benefits, performance appraisals, and employee participation
DeGeest et al. (2018)	Stock option, bonus program and flex-time program
Jeong and Shin (2019)	Job rotation, temporary project work team, self-managed work team, opportunity for doing self-initiated projects, training emphasis toward on-the-job experiences, coaching, rewards for sharing learning experiences, and opportunity for participation in problem solving
Cooke et al. (2019)	Rewards, training and development, performance management and Participation
Gray (2019)	Autonomy, feedback, skill variety, task identity, task significance.
Rubel et al. (2020)	training and development, performance appraisal, compensation, participation, perceived organizational support, employee performance
Kloutsiniotis and Mihail (2020)	Recruitment and selection, training and development, employment security, performance management, rewards, and benefits. design making, and job design.

Source: Adopted from Rubel et al. (2020).

HPWPs are a special mix of HR practices, work structures, and procedures, according to Bohlander and Snell (2007), that maximizes employee knowledge, competence, commitment, and flexibility. The HPWPs strategy, as can be seen, does not investigate the influence of specific HRM practices. It, on the other hand, focuses on a system or set of procedures. The black box was illuminated by Messersmith et al. (2011). Employee attitudes and actions are influenced by HPWPs, according to the researchers, who respond with extra-role behaviors (e.g., corporate citizenship behaviors) and enhanced productivity. Therefore, enhanced

organizational performance is the result of this process. Even though these breakthroughs give a clear understanding of the black-box example, academics have begun to acknowledge another issue: the mechanism by which HPWPs influence the attitudes and actions of actual employees ((Kloutsiniotis and Mihail, 2020).

According to all the above mentioned, HPWPs can be defined procedurally as a set of coherent human resource practices (recruitment and selection, training and development, employment security, performance management, rewards and benefits, decision making, and job design) designed to enhance employee performance, attitude, motivation and commitment.

2.2. Organizational Ambidexterity (OA)

Ambidexterity is a 1976 idea that asks for a balance between exploration and exploitation (Duncan, 1976). Organizations that focus only on exploration are hampered by the high expense of research and development, which comes with no certainty of a return on investment. Organizations that focus on exploitation maintain their status quo and do not increase their performance (Nieto- Rodriguez (2014). As a result, successful organizations must strike a balance between the two. Mihalache and Mihalache (2016) agreed, arguing that ambidexterity allows tourist businesses to maximize their present skills while simultaneously creating new ones to attract new clients. Ambidexterity is about reconciling the present with the future.

Gibson and Birkinshaw (2004) defined ambidexterity as an organization's capacity to accumulate technological capabilities can be linked to its processes of explorative innovation, while exploitation at an increasing rate is linked to advanced exploitative activities. Also, O'Reilly and Tushman (2013) described it as an organization's capacity to achieve both alignment and flexibility. In the same context, Junni et al. (2013) described OA as an organization's ability to deploy both exploratory and exploitative innovation tactics at the same time. Papachroni et al. (2015) indicated that exploration and exploitation are the two elements of OA: exploration refers to the creation of new ideas, processes, goods, and services, whereas exploitation refers to the enhancement of current products and services as well as the effective use of existing skills. As a result, striking a balance between the two forms of learning is critical for long-term corporate viability. To attain a balance between exploratory and exploitative learning (Ubeda-Garcia et al., 2017), three options have been proposed:

1. Structurally divided or partitional: OA is achieved from this perspective by separating the exploration and exploitation activities into different organizational units.
2. Cyclical or sequential ambidexterity: Exploration and exploitation can happen in the same business unit, but in a cyclical process: first exploration (with the right structure), then exploitation (with the consequent structural change).
3. Contextual ambidexterity, also known as harmonic ambidexterity, considers exploration and exploitation to be optional. Contextual ambidexterity is defined as combining exploration and exploitation into a single business unit, allowing for equal effort in both.

Research on OA shows that strategic flexibility can stem from an organization's ability to identify important changes in its external environment, allowing it to either use resources because of these changes, or to stop and reverse existing resource commitment. Thus, strategic flexibility cam stems from ambidexterity (Raisch and Birkinshaw, 2008). The significance of ambidexterity is thus dependent on its positive impact on many performance variables, along with the organization's ability to survive in an unpredictable environment (Rojo et al., 2016)

an OA is, therefore, more capable of adapting and reacting to changes. The value of OA has been recognized in a variety of domains, including organizational behavior, strategic management, and learning and adaptability (Jansen et al. 2009). Furthermore, its benefits are not restricted to a few sectors; it can be seen in a variety of ways, including organizational alignment and adaptability, efficiency and flexibility, network building, and strategy renewal (Rialti et al., 2020).

In light of the foregoing, research has revealed that OA provides the highest performance benefits in dynamic circumstances (Lin and Ho, 2016). Knowledge-intensive services, such as higher education institutions, and high-tech industries, are examples of such settings (Berraies and Zine El Abidine, 2019). Because the length of a competitive edge is often unclear in changing marketplaces, companies must constantly innovate while remaining successful in their organizational arrangement. More stable markets, on the other hand, may be more forgiving, as enterprises may have lengthy periods of exploitation and brief spurts of exploration, or vice versa (Úbeda-García et al., 2022).

2.3. High-Performance Work Practices and Organizational Ambidexterity

Erbaş (2018) argue that OA is essential for gaining a competitive edge. The coexistence of contradictory behaviors, architectures, and skills, creates significant challenges and stress. As a result, hotels are more likely to face challenges when hosting portfolios incorporating exploratory and exploitative ideas (Mom et al., 2019). Exploratory strategies emphasize experimentation, adaptability, and new ideas, whereas exploitative strategies emphasize efficiency, improvement, and development. Both sorts of activities are important and necessary for organizational learning and innovation, but they also have inherent inconsistencies that must be controlled (Lavie et al., 2010). According to Flickinger et al. (2013), HPWPs are one of the structural factors that permit the ongoing and balanced performance of exploratory and exploitative behaviors. According to Patel et al. (2013), suitable HPWPs should be used to build the concepts of flexibility, discipline, support, and trust, which are widely recognized as fundamental parts of OA.

Firms in the service business must master how to meet and deal with competing consumer needs while using existing items and services to find new knowledge and abilities. HR policies, such as selected personnel, extensive training, developmental performance assessment, and equitable incentive systems, may facilitate the simultaneous adoption of the two techniques (Ubeda-Garcia et al., 2017). Selective staffing may increase an organization's capacity to successfully utilise current knowledge while uncovering new information by paving the way for recruiting workers with a broad skill repertoire who can execute many activities at the same time (Chang, 2016).

Because such personnel are more ready to learn and use their expertise, hiring smart and knowledgeable applicants boosts the organization's ability to utilize current information and identify new chances (Swart and Kinnie, 2010). Employees and managers are guided to acquire ambidexterity across a larger variety of responsibilities and activities through comprehensive training that allows them to do jobs other than their primary ones in the business (Chen, 2017). As a result, companies can more easily apply two separate methods. Employees can learn new information, reuse current information, and obtain professional knowledge to share with others when they get thorough training in their organizational positions (Fu et al., 2017). Employees must get extensive training to guarantee that they have the required skills to execute exploitative and exploratory actions (Prieto-Pastor and Martin-Perez, 2015).

Employees may accomplish a variety of duties with the help of developmental performance assessments, which provide feedback on organizational performance, provide an atmosphere for them to address difficulties, and guide them to enhance their performance within the company (Beltran-Martin et al., 2008). Furthermore, developmental performance assessments facilitate the exchange of information between employees and managers, as well as the acquisition of new knowledge and application of current knowledge. Developmental performance assessments allow for the identification of areas where performance may be improved, hence facilitating the progression of current knowledge as well as the learning of new information (Mom et al., 2019).

Equitable incentive schemes guarantee that benefits are dispersed equally across employees. Employees who believe they are treated fairly in the workplace are more likely to seek out new information and apply what they already know, potentially paving the way for firms to execute both techniques at the same time (Fu et al., 2017). If businesses expect their employees to engage in exploitative and exploratory behaviors, they need make sure that the incentives are distributed fairly (Dyer and Shafer, 2002). As a result, by providing employees and managers with essential information, skills, and experience, HPWPs can enable them to implement numerous policies and initiatives at the same time. In fact, past research has demonstrated that different forms of HPWPs help to strengthen OA (Chang, 2016; Ubeda-Garcia et al., 2017; Kloutsiniotis and Mihail, 2020). According to Patel et al. (2013), organizations with higher OA are those that can incorporate a variety of complimentary HR strategies inside one HPWPs.

The current study contends that under the umbrella of HPWPs, the joint implementation of (1) recruitment and selection, (2) training and development, (3) employment security, (4) performance management, (5) decision making, (6) job design, (7) rewards and benefits will improve OA. Based on the theoretical discussion above, the researchers provide the following hypotheses:

H1. HPWPs and OA at travel agencies and Hotels have a statistically significant positive relationship.
H2. HPWPs have a favorable impact on OA in travel agencies and hotels.

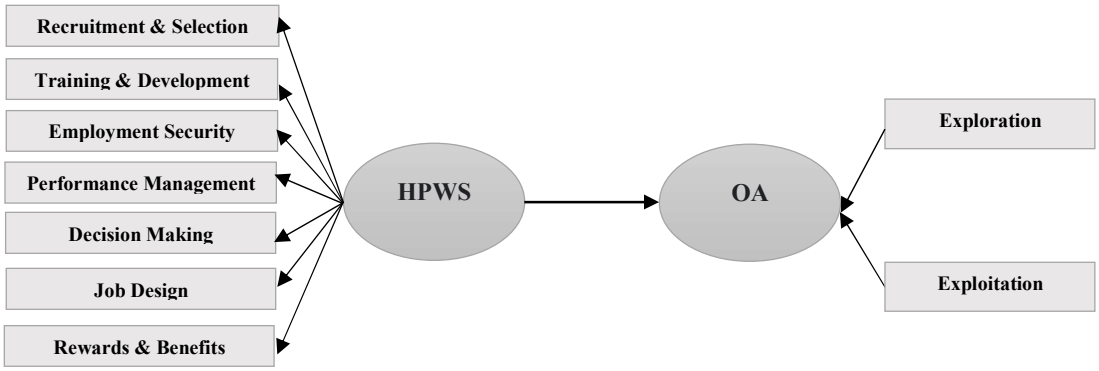

Fig. 1. Theoretical Framework and Hypotheses for Research

3. Methodology

3.1 Sample

The current study collects data in 2022 (October 2021–March 2022) from different categories of managers working in different travel agencies and hotels in Egypt. Researchers communicated to the top 22 four- and five-star hotels, and 25 travel agencies participated, and

these hotels, and travel agencies were chosen at random. Based on such reply, questionnaires were circulated to employees of the respective travel agencies and hotels using the drop-off/pick-up method as it permits the respondents to fill up the questionnaire alone at their convenient time (Maclennan et al., 2011).

This criterion serves to ensure that respondents are familiar with HPWPs of 400 questionnaires distributed, 235 questionnaires were returned, 32 questionnaires were excluded due to incomplete information. In total, 203 questionnaires were deemed completed for data analysis, which represents a response rate of 50.75%. This response rate to be reasonable.

3.2 Measurements of Variables

The researchers were able to operationalize the important components in the current study thanks to the use of reflective measures. For concept operationalization, chose multi-item scales that are well-established in the literature; our item measures range from 1 (strongly disagree) to 5 (strongly agree) (strongly agree).

Seven dimensions were included in the HPWPs and were measured by 20 items. The scale was used from the measurement (recruitment and selection, training and development, job security, performance management, rewards and benefits, decision making, and job design for each) (Kloutsiniotis and Mihail, 2020, Gurlek, 2020). Also, the metrics generated by Jansen et al. (2009), Gurlek, (2020), Úbeda-García et al. (2022) were used to assess OA measured by 8 items, encompassing two dimensions of exploration and exploitation.

The final questionnaire is divided into three parts, the first of which is concerned with the demographic data of the respondents, and the second of which represents HPWPs dimensions and is divided into seven sections. Finally, the third part represents OA dimensions and is divided into two sections.

3.3 Statistical Analysis

Survey data are input into the Statistical Package for Social Science (SPSS) v. 25 to conduct the Cronbach's alpha coefficient, descriptive statistical analysis, correlation coefficient analysis, and multiple linear regression.

4. Results

4.1 Demographic characteristics of the vocabulary of the research sample

Table (2) shows the distribution of the research sample according to demographic variables (gender, age, education, work experience, and Place of work).

Table 2. Demographic Profile of Sample

Demographics	Items	Frequency	Percentage %
Gender	Male	158	77.8
	Female	45	22.2
Age	35 and less	75	36.9
	36-45 year	87	42.9
	46-55 year	24	11.8
	More than 55 years	17	8.4
Education	Bachelor	131	64.5
	Diploma	30	14.8

	Master	22	10.8
	PhD	3	1.5
	Other	17	8.3
Work experience	5 years and less	27	13.3
	5-10 years	41	20.2
	11-15 years	43	21.2
	15 years and more	92	45.3
Place of work	Hotels	150	73.9
	Travel agencies	53	26.1

Table 2. indicates that that there is a big difference in the number of male managers 158 (77.8%) compared to 45 (22.2%) of female managers. According to age, most of the managers are young people between 36-45 years 87 (42.9%) followed by 35 years and less 75 (36.9). As for education, most proportion of the managers has a bachelor's degree 131 (65.5%), followed by diploma's degree 30 (14.8%). Also, the table shows that most of the managers in the sample have more than 15 years of experience 92 (45.3%). This contributes to obtaining accurate responses. Moreover, 150 (73.9%) of mangers working in the hotel sector and 53 (26.1%) of them working in travel agencies.

4.2 Reliability and Validity Test of Research Scale

This section summarizes the findings of the empirical study, including model reliability and validity, as well as hypothesis testing for the proposed model. As shown in table 3, Cronbach's correlation coefficient test was utilized to assess the reliability and validity of both HPWPs types and OA.

Table 3. Reliability and Validity of Research Scale.

Constructs		**Cronbach's α**		**Validity**	
High-Performance Work Practices (HPWPs)	Recruitment and selection	.784	.759	.885	.871
	Training and development	.780		.883	
	Employment security	.766		.875	
	Performance management	.781		.883	
	Decision making	.787		.887	
	Job design	.784		.885	
	Rewards and benefits	.862		.928	
Organizational ambidexterity (OA)	Exploration	.786	.783	.886	.884
	Exploitation	.790		.888	
Total scale		.864		.929	

The results in Table (3) show that the dimensions of HPWPs and OA in travel agencies and hotels in Egypt were all characterized by a high degree of reliability, with Cronbach's Alpha values ranging from 0.766 to 0.862 and validity coefficient values ranging from 0.883 to 0.928 The overall reliability of the model is 0.864, and the validity value is 0.929, indicating that the research scale's coefficients of reliability and validity are sufficient indicators for adopting it in its final application, as Cronbach's Alpha coefficient exceeded 0.6, which is the minimum stability threshold (Sekaran and Bougie, 2013). As a result, the research scale's reliability and validity coefficients are all rated good.

4.3 Hypotheses Testing

The researchers estimated the means, standard deviations, skewness, kurtosis, and correlation of all variables before considering research hypotheses.

As displayed in Table 4, descriptive analysis of research variables indicates that the mean values of high-performance work practices (HPWPs) dimensions recruitment and selection, training and development, employment security, performance management, decision making, and job design, rewards and benefits) ranged from 3.28 to 3.99. This mean a high proportion of managers in travel agencies and hotels agreed that HPWPs is a very important motive for OA (overall μ= 3.77). In this regard, recruitment and selection (μ= 3.94) was the most influential reason for OA from HPWPs. All standard deviation values for variables are ranged from 0.702 to 1.02, this indicates that the data follow the normal distribution and the data do not focus too much on the mean but move away and deviate slightly. As for the skewness values for all variables are positive and close to zero (ranged from 0.185 to 1.13). Thus, the data follow the normal distribution. Also, all the kurtosis values for all variables are positive, closed to zero, and ranged from 0.115 to 1.21

Table 4. Descriptive Analysis for HPWPs.

Variables	Dimensions	Items	Mean	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
High-Performance Work Practices (HPWPs)			3.77	.553	.701	.171	.228	.340
	Recruitment and selection	4	3.94	.761	.946	.171	.511	.340
	Training and development	3	3.96	.702	.659	.171	.490	.340
	Employment security	3	3.76	.808	1.13	.171	.630	.340
	Performance management	3	3.87	.856	.694	.171	.115	.340
	Decision making	2	3.99	.806	.411	.171	.503	.340
	Job design	3	3.59	.714	.185	.171	1.21	.340
	Rewards and benefits	2	3.28	1.02	.770	.171	1.18	.340

As displayed in Table 5, descriptive analysis of research variables indicates that the mean values of organizational ambidexterity (OA) dimensions (exploration, exploitation) ranged from 3.86 to 4.06, this means a high proportion of managers in travel agencies and hotels agreed that OA (Overall μ= 3.96). In this regard, exploration (μ= 4.06) was the most influential reason for OA. All standard deviation values for variables are ranged from 0.562 to 0.745, this indicates that the data follow the normal distribution and the data do not focus too much on the mean but move away and deviate slightly. As for the skewness values for all variables are positive and close to zero (ranged from 0.213 to 0.881). Thus, the data follow the normal distribution. Also, all the kurtosis values for all variables are positive, closed to zero, and ranged from 0.836 to 1.03

Table 5. Descriptive Analysis for OA.

Variables	Dimensions	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Organizational ambidexterity (OA)		3.96	.562	.881	.171	.836	.340

	Exploration	4	4.06	.745	.213	.171	.927	.340
	Exploitation	4	3.86	.597	.224	.171	1.03	.340

The Pearson correlation coefficient "r," a measure of the strength of the linear link between two variables, was measured between HPWPs and OA to evaluate these assumptions, as shown below. The existence of a substantial and positive association between all dimensions of HPWPS and OA was supported by "r" values ($r> 0$, $P<0.01$). However, it's vital to note that the significance and degree of this association varied between the dimensions. Table (6) shows that there is a substantial and strong positive link between HPWPS and OA ($P<0.01$, correlation rate of 71%), implying that the primary hypothesis (H.) is validated.

Table 6. Correlation Matrix among Research Variables (Pearson's R correlation).

	1	2	3	4	5	6	7	8	9	10	11
High-Performance Work Practices (1)	1										
Recruitment and selection (2)	.62	1									
Training and development (3)	.71	.66	1								
Employment security (4)	.65	.68	.73	1							
Performance management (5)	.69	.62	.68	.81	1						
Decision making (6)	.83	.65	.69	.78	.72	1					
Job design (7)	.79	.81	.74	.67	.78	.80	1				
Rewards and benefits (8)	.67	.63	.88	.71	.69	.65	.87	1			
Exploration (9)	.82	.73	.72	.62	.69	.65	.75	.60	1		
Exploitation (10)	.64	.62	.87	.72	.75	.69	.82	.76	.63	1	
Organizational ambidexterity (11)	.71	.65	.81	.72	.60	.68	.64	.75	.66	.73	1

All Correlations are significant at the 0.01 level.

Table (6) also shows that OA is positively associated to all HPWPs dimensions ($r>0$, P0.01). As a result, all the sub-hypotheses were verified. The most closely related dimension to OA is training and development (P0.01, with a correlation rate of 81%), followed by rewards and benefits of menu items (P0.01, with a correlation rate of 75%), employment security (P0.01, with a correlation rate of 72%), decision making (P0.01, with a correlation rate of 68%), recruitment and selection (P0.01, with a correlation rate of 65%), and job design of menu items (P0.01, with a correlation rate of 65%).

According to the findings (Table 7), there is a positive connection between the variables, suggesting that HPWPs are associated to OA. The results of the route analysis show that there is a favorable association.

Table 7 The Impact of HPWPs Dimensions on OA.

Organizational ambidexterity (OA)					
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(constant)	.936	.291		3.21	.002
Recruitment and selection	.297	.060	.322	4.96	.000
Training and development	.390	.062	.449	6.35	.000

Employment security	.159	.053	.194	2.98	.003
Performance management	.309	.051	.355	6.06	.000
Decision making	3.16	.090	.323	3.51	.001
Job design	.227	.070	.289	3.25	.001
Rewards and benefits	.208	.061	.280	3.41	.001
F= 35.33	Sig. = .000	R= .718	R^2= .516		

Table (7) reveals that the F value is 35.3 and the model's significance (P<0.01 and R^2 model of 51.6%) was confirmed at the level of significance. The dimensions of HPWPs are advantageous to OA. As a result, the H2. HPWPs have a favorable impact on OA at travel agencies and hotels is accepted.

Also, Table (7) also shows that HPWPs aspects (recruitment and selection, training and development, employment security, performance management, decision making, job design) have a positive regression on HPWPs. The following is the order of dimensions based on regression value:

- Training and development have a favorable influence on OA, with a regression value of (β=.390), T= 6.35, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the most effective HPWPs dimensions on OA.
- Decision making has a favorable influence on OA, with a regression value of (β=.316), T= 3.51, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the second effective HPWPs dimensions on OA.
- Performance management has a favorable influence on OA, with a regression value of (β=.309), T= 6.06, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the third effective HPWPs dimensions on OA.
- Recruitment and selection have a favorable influence on OA, with a regression value of (β=.297), T= 4.96, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the fourth effective HPWPs dimensions on OA.
- Job design has a favorable influence on OA, with a regression value of (β=.227), T= 3.25, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the fifth effective HPWPs dimensions on OA.
- Rewards and benefits have a favorable influence on OA, with a regression value of (β=.208), T= 3.41, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the sixth effective HPWPs dimensions on OA.
- Employment security has a favorable influence on OA, with a regression value of (β=.١٥9), T= ٢.٩٨, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the seventh effective HPWPs dimensions on OA.

5. Conclusion and Recommendations

The current research aimed to reveal the effects of HPWPS on OA. The research hypotheses were tested via the sample covering four- and five-star hotels, and travel agencies. The results supported the proposed model and showed that HPWPs dimensions (recruitment and selection, training and development, employment security, performance management, decision making, job design) are positively correlated with OA dimensions (exploration and exploitation).

The findings put forward that the level of tourism companies' adoption of HPWPs and OA is high. HPWPS helps provide hotels, and travel agencies with administrative and technical capabilities to help them operate and succeed. It also contributes to enhancing the OA. In addition, the existence of a statistically significant correlation for the dimensions of HPWPs and OA. Furthermore, there is a positive significant effect of HPWPs in improving the OA.

Some of the previous studies revealed the impact of a bundle of HR practices on OA (Ubeda-Garcia et al., 2018). Also, the study of (Gurlek, 2020) confirmed that HPWPs enhance OA, and the results helped practitioners understand how HPWPs enhance OA, Practitioners should bear in mind that strengthened by HPWSs, plays a key role in improving OA.

The findings of this study contributed to the theory and practice of HPWPs (recruitment and selection, training and development, job security, performance management, decision-making, and job design) and their beneficial impact on OA. These findings were applied to the tourism and hospitality industry in Egypt. As a result, the study advises Egyptian travel agency and hotel owners and managers to encourage managers to embrace the HPWP concept and attitude, as well as pay close attention to the use of HPWPs for employee management, as employee performance and retention indicate long-term customer satisfaction. Travel agents and hotels must be cautious while planning and providing HPWPs to guarantee that these goals are met. Furthermore, via administrative procedures that aim to provide the resources they demand, build organizational units specializing in exploitative and exploratory capacities. Finally, they use inquisitive and exploitative behaviors to utilize and invest in their own skills and internal capacities, as well as search out new opportunities to create new ideas and penetrate new markets.

6. Limitations and Further Research

This study, like any other, had certain limitations. First and foremost, this is a cross-sectional investigation. For future studies, longitudinal data collecting is advised. Second, the research was carried out in Egypt. Third, the current research used a small sample size. Future study may be done with bigger samples from other significant Egyptian locations, as well as longitudinal data. Future study might include leadership as moderating variables in the research model. In conclusion, given the paucity of empirical research on the antecedents and implications of HPWPs in the travel agencies and hotel business, the current study adds significantly to the body of knowledge in the literature.

7. References

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