

# THE INFLUENCE OF AMBIDEXTROUS LEADERSHIP ON ORGANIZATIONAL AMBIDEXTERITY AND INNOVATIVE ORGANIZATIONAL CULTURE AND ITS IMPACT ON JOB SATISFACTION AND EMPLOYEE CREATIVE PERFORMANCE

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## Abstract

The impact of ambidextrous leadership on workplace ambidexterity, innovative culture in the workplace, employee creativity in the workplace, and job satisfaction are all part of the scope of this research. The data was gathered from 186 employees of an Indonesian national energy business using a quantitative research approach. The interrelationships among the variables were examined using SEM (Structural Equation Modeling) utilizing the Partial Least Squares (PLS) approach. Research shows that Leadership that is ambidextrous yields favorable results on ambidexterity in the workplace, creativity in the workplace culture, and happiness at work. Additionally, innovative organizational culture and organizational ambidexterity both boost employee creative performance, demonstrating the critical role of leadership style in encouraging innovation and creativity in the workplace. The results indicate that firms seeking to improve employee creativity should use an Ambidextrous Leadership strategy that harmonizes exploration and exploitation while fostering a supportive and imaginative work environment. Practically, it offers insights for leaders in the energy sector to enhance employee creativity through adaptive leadership strategies. Future research should explore different industries and incorporate qualitative approaches for deeper insights.

**Keywords:** Ambidextrous Leadership, Organizational Ambidexterity, Innovative Organizational Culture, Job Satisfaction, Employee Creative Performance.

## 1. INTRODUCTION

In an era of rapid technological advancements and intensifying market competition, organizations must continuously adapt and innovate to sustain their competitive advantage. Achieving a balance between exploring new opportunities and optimizing existing resources is critical for long-term organizational success. This dual capability, known as Organizational Ambidexterity, enables firms to remain agile while maintaining operational efficiency. However, fostering such adaptability requires effective leadership that can simultaneously promote stability and drive innovation.

Ambidextrous Leadership—a leadership approach that allows for dynamic shifts between exploratory and exploitative behaviors—has gained significant attention in organizational research (Rosing et al., 2011). Despite its growing prominence, important organizational outcomes as a result of ambidextrous leadership and employee outcomes remains underexplored. While previous studies highlight its theoretical importance, empirical

evidence on its influence on Organizational Ambidexterity, Innovative Organizational Culture, Job Satisfaction, and Employee Creative Performance remains limited. This research gap is particularly evident in the energy sector, where organizations must balance operational efficiency with the need for continuous innovation to navigate regulatory challenges and technological disruptions. Understanding how it is imperative for organizations that aspire to cultivate an environment that encourages employee engagement and innovation to consider the influence of Ambidextrous Leadership on these factors.

Improving our theoretical and practical understanding of how Ambidextrous Leadership affects organizational and employee outcomes is the main reason why this study is important. As organizations navigate increasingly complex business environments, particularly in the energy sector, the ability to balance stability with innovation becomes essential. This sector is characterized by rapid technological disruptions, shifting market demands, and stringent regulatory frameworks, all of which require a leadership approach that fosters both operational efficiency and adaptability.

Organizational Ambidexterity and Innovative Organizational Culture serve as key drivers of this balance, enabling firms to optimize existing resources while simultaneously investigating novel prospects for growth and development. Simultaneously, Job Satisfaction is crucial for maintaining employee engagement and improving overall performance. Employees in a work environment that fosters both efficiency and creativity are more inclined to generate novel ideas and maintain commitment to corporate objectives. Understanding the impact of Ambidextrous Leadership on these crucial variables is essential for formulating strategies that enhance organizational resilience and employee innovation. This study attempts to fill the existing research vacuum by presenting empirical data on the influence of Ambidextrous Leadership in the energy sector, thus delivering valuable insights for both scholars and industry practitioners.

Several research has looked at how different types of leadership affect creativity and productivity (Baškarada et al., 2016; Bledow et al., 2011). However, research gaps persist in understanding how Ambidextrous Leadership directly influences Organizational Ambidexterity, Innovative Organizational Culture, Job Satisfaction, and Employee Creative Performance, particularly in industries that demand both efficiency and adaptability. By conducting an empirical investigation of these linkages in the energy sector, this study aims to fill a gap in the literature by investigating the relationship between leadership and creativity, as well as the relationship between job satisfaction and organizational performance.

Thus, the primary objective of this research is to examine the practical manifestations of ambidextrous leadership styles on organizational ambidexterity, Innovative Organizational Culture, Job Satisfaction, and Employee Creative Performance. By addressing these relationships, this study contributes to leadership and innovation literature while providing practical insights for organizations aiming to enhance employee creativity, job satisfaction, and long-term competitiveness. This paper is structured as follows: Section 2 presents a review of relevant literature, discussing the theoretical background and previous research related to Ambidextrous Leadership, Organizational Ambidexterity, Innovative

Organizational Culture, Job Satisfaction, and Employee Creative Performance. Section 3 describes the research methodology, including data collection procedures, measurement instruments, and analytical techniques. Section 4 discusses the findings, including hypothesis testing results and their interpretation. Section 5 provides conclusions, emphasizing the theoretical and practical merits of the work, acknowledging limits, and providing suggestions for further studies.

## **2. LITERATURE REVIEW**

### **2.1. Employee Creative Performance**

Workers' inventiveness and capacity to think of fresh approaches to old problems is what we mean when we talk about employee creative performance. According to Amabile (1983), creativity is influenced by domain expertise, intrinsic engagement, and work environment support. Zhou & George (2001) and Deci & Ryan (2013) emphasize that freedom, motivation, and social relationships can enhance employee creativity, meanwhile Shin et al. (2012) and Bass (1994) show that transformational leadership and innovative culture contribute significantly to the development of creative performance. In addition, West & Farr (1990) highlighted that an organizational culture that supports calculated risk taking and open communication can strengthen employee creativity.

In the organizational context, creativity is seen as the thinking process that produces new ideas, while innovation is their implementation, making creativity a key element in employee creative performance (Mumtaz & Parahoo, 2020). High Employee Creative Performance is very necessary in improving company performance so that the company has high competitiveness among similar companies. On the other hand, low Employee Creative Performance will hinder the company's goals. In other words, high and low Employee Creative Performance plays a crucial part in the advancement of the company, for that it requires great attention in handling Employee Creative Performance.

### **2.2. Ambidextrous Leadership**

Rosing, et al. (2011) defines a leader that is ambidextrous can encourage both exploitative and exploratory actions from their followers, depending on the situation, by manipulating the level of variability in their actions and seamlessly transitioning between the two. According to Bledow, et al. (2009) along with offering answers to paradoxes and tensions that arise during the innovation process, the Ambidextrous Leadership theory is compatible with the necessity of an innovative perspective based on dialectics. Furthermore, Bledow, et al. (2011) convey that the ambidextrous leader inspires his or her team to generate innovative approaches to resolving issues, rather than limiting themselves to existing solutions or the leader's own preconceived notions of what might work. Ambidextrous there is strong evidence that leadership influences employee performance, particularly in the areas of creativity and innovation, according to prior research. However, this influence is indirect. Factors such as Organizational Ambidexterity, innovative organizational culture and Job satisfaction plays a crucial part in connecting Ambidextrous Leadership with employee creative performance.

Investigation conducted by Chalise et al. (2024) and Norollahee et al. (2022) using TPB, which emphasizes the significance of attitudes, subjective norms, and perceived behavioral control, proposed by Icek Ajzen, we investigated how ambidextrous leadership affects job satisfaction in determining individual intentions. Chalise et al. (2024) researching the banking sector in Nepal, found that a combination of transformational and transactional leadership increased positive attitudes toward work through motivation and support, while the intention to be content was bolstered by individual standards and the impression of behavioral agency. On the contrary, Norollahee et al. (2022) studied teachers in Indonesia and found that ambidextrous leadership that combines open and closed leadership shapes teachers' positive attitudes toward their work, with colleague support and the ability to manage workload as key factors in increasing job satisfaction. Both studies confirm that ambidextrous leadership can positively influence job satisfaction through the mechanisms described in the TPB.

Meanwhile, qualitative research by Baškarada et al. (2016) revealed that ambidextrous leadership, which integrates transactional and transformational aspects, plays a role in enhancing organizational ambidexterity. Interviews were conducted with the Chief of Defense Force and 10 senior leaders within the Australian Defense, this study highlights how exploration and exploitation in practices can help organizations adapt to challenges and opportunities in dynamic environments, considering the leadership importance of flexibility and adaptability in leadership styles.

On the other hand, Bavinck (2015) examined the influence of various aspects of leadership on innovation, found that leader opening conduct fosters exploitative innovation, whereas leader closing conduct encourages exploratory innovation. However, there was no evidence that national culture influences the connection between ambidextrous leadership and innovative ambidexterity, suggesting that the impact of ambidextrous leadership is universal. In accordance with these discoveries, Bledow et al. (2011) asserts that Ambidextrous Leadership profoundly impacts Innovative Organizational Culture, highlighting the necessity of leadership adaptability in fostering organizational innovation.

Prior studies provide robust support for this research about Ambidextrous Leadership, work satisfaction, Organizational Ambidexterity, and Innovative Organizational Culture as mediating variables. The research hypothesis is articulated as follows based on this description:

H1: Ambidextrous Leadership has a positive and significant effect on Job Satisfaction.

H2: Ambidextrous Leadership has a positive and significant effect on Organizational Ambidexterity.

H3: Ambidextrous Leadership has a positive and significant effect on Innovative Organizational Culture.

### 2.3. Job Satisfaction

Job satisfaction is a very important concept in management and organizational literature. In accordance with Locke (1969) Job satisfaction represents a positive emotional condition that

arises from evaluating one's employment as achieving or facilitating the achievement of one's job values. Job dissatisfaction is an unpleasant emotional state resulting from the appraisal of one's job as frustrating or hindering the achievement of one's job values or as causing disapproval. Job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives as being supplied or demanded. The general principle of satisfaction is that it results from the value of achievement. Job satisfaction is closely related to the performance and quality of an employee's work contribute to corporate success. Only content employees can engage in and contribute to corporate success.

Various studies have shown Job satisfaction significantly influences employee performance. Lubis (2023) discovered that job satisfaction, leadership that inspires and motivates employees substantially enhance employee performance in the plantation industry, although creativity has not had a strong impact. Berliana et al. (2018) emphasized that job satisfaction contributes to employee performance, although compensation has a more dominant influence. Meanwhile, Wau (2021) showed Job satisfaction serves as a mediator in career growth, work motivation, and employee performance, strengthening its impact on individual achievement in the organization. Erniwati et al. (2020) also came across employees' productivity is greatly affected by how satisfied they are with their jobs, indicating that a satisfying work environment can encourage productivity. Overall, job satisfaction not only improves employee general performance but also creates a more conducive environment for creativity, which ultimately contributes to employee creative performance.

This research, the following study hypothesis is developed using this description, and it is well supported by the results of prior studies; this hypothesis is linked to employee creative performance and job happiness:

H4: Job Satisfaction has a positive and significant effect on Employee Creative Performance.

## **2.4. Organizational Ambidexterity**

Organizational ambidexterity is defined as Raisch and Birkinshaw (2008) organizational agility is the ability to respond to changes in the external environment by being both aligned with and managed efficiently in response to current business demands. Meanwhile, O'Reilly and Tushman (2008) describe organizational ambidexterity as the capacity of an organization to simultaneously engage in exploration and exploitation. This entails maneuvering through both the established markets and technologies that prioritize control, efficiency, and incremental improvement, as well as the emerging markets for technology that prioritize independence, experimentation, and adaptability. The capacity to multitask is crucial for every business that wants to make the most of its resources and seize new opportunities as they arise.

Effective implementation of Organizational Ambidexterity enables companies to manage resources more efficiently, this, consequently, boosts workers' capacity for innovation. This concept provides flexibility for companies to not only exploit existing resources and capabilities to improve and refine processes and products, but also explore new opportunities to achieve breakthrough innovations. By maintaining a balance between running traditional



businesses and developing new business lines, companies can establish a workplace that encourages innovation and encourages employees to generate innovative ideas. Several studies, such as those conducted by Alghamdi (2018), Taylor (2016), Popadić et al. (2015), and Liu et al. (2021), have shown that ambidexterity in the workplace significantly correlates with employees' ability to think creatively. This proves that being ambidextrous in the workplace is crucial for being competitive and adaptable in a fast-paced corporate world, and it also helps people be more creative and innovative.

The findings of these studies provide substantial support for Studies on Employee Creative Performance and Organizational Ambidexterity. The research hypothesis is formulated as follows in light of this explanation:

H5: Organizational Ambidexterity has a positive and significant effect on Employee Creative Performance.

## 2.5. Innovative Organizational Culture

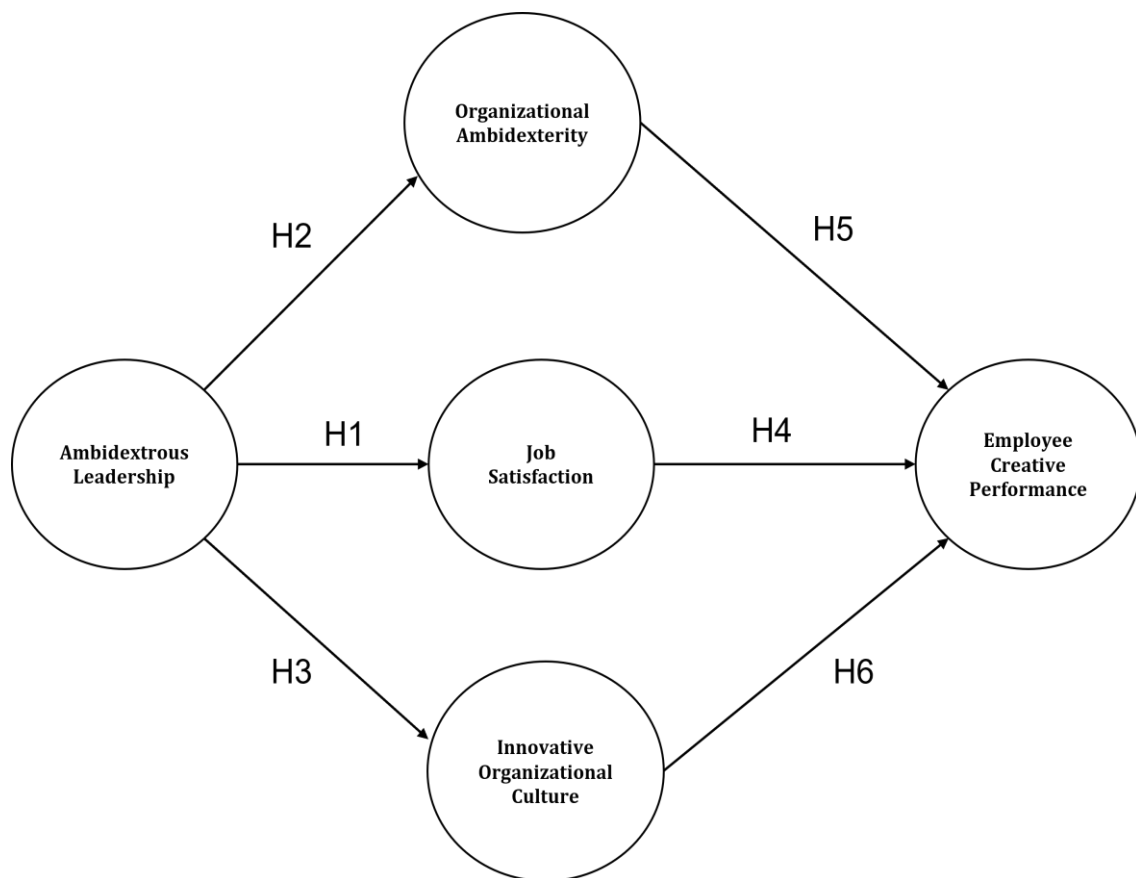
The definition of innovation culture (Innovative Organizational Culture) according to Dobni (2008) is the intention to foster innovation within an organization pertains to the ability introducing new goods, services, or concepts and putting procedures and processes in place to boost company performance. Additionally, innovation culture can be defined as a specific framework that encourages innovation initiatives among all staff members and helps foster a culture of natural creativity inside the company (Davies & Buisine, 2018). Furthermore, Christensen, et al. (2013) stated that as an organization progresses through its evolution and its innovation culture matures, the innovation process will take on different forms: Less framing and explanation of the process is required for more organic innovations. Research by Cameron and Sine, (1999) presented hierarchy, market, family, and adhocracy are the four distinct kinds of organizational culture that may be defined using this paradigm. They found that adhocracy culture, which is characterized by flexibility, openness to change, and emphasis on innovation, exhibits a stronger link with innovative performance.

An innovative the environment that supports empowerment is significantly influenced by organizational culture, through which inspiration, teamwork, and innovation are boosted. Studies by Hilmarsson et al. (2014), Lukoto and Chan (2016), Halim et al. (2015), and Hanifah et al. (2017) demonstrate a robust correlation between an innovative work environment and creative output from staff members, particularly in the areas of discovering new opportunities, coming up with creative ideas, advocating for change, and making innovations a reality. An creative culture is significantly correlated with innovation performance, according to a poll of 265 managers in Iceland spanning several sectors ( $r=0.56$ ) as well as the early ( $r=0.68$ ) and late ( $r=0.48$ ) stages of innovation. Ten key factors, including autonomy, communication, collaboration, risk taking, and participative leadership, contribute to employee innovative behavior. Overall, a robust association exists between an innovative corporate culture and elevated employee creativity, providing important insights for companies in driving innovation and competitiveness.

Based on the description and support from the previous studies, the research hypothesis about Innovative Organizational Culture that affects Employee Creative Performance is formulated, namely:

H6: Innovative Organizational Culture has a positive and significant effect on Employee Creative Performance.

Based on formulated hypothesis, the researcher developed the research model as shown in Figure 1.



**Figure 1: Research Model**

### 3. METHOD

#### 3.1. Instrument Design

The methodology of this research is quantitative, following the positivist paradigm that emphasizes the use of quantitative methods to examine objective phenomena. This research is designed by prioritizing the use of numerical data, statistical processing, and controlled experiments to maximize research design. The data required for the analysis were obtained through a field survey using a questionnaire. All conceptual metrics were sourced from

existing research to ensure the survey's content validity. A five-point system was implemented, with a scale ranging from 1 (strongly disagree) to 5 (strongly concur). There are a total of 5 variables and 51 indicators outlined in the questionnaire as presented in Table 1. All of these variables are 1 independent variable, namely Ambidextrous Leadership and 4 dependent variables, namely Organizational Ambidexterity, Innovative Organizational Culture, Job Satisfaction and Employee Creative Performance. The research questionnaire on Ambidextrous Leadership variable was adapted from Hammond et al. (2011); organized Ambidexterity's goods were modified from Clauss et al. (2021); the items that make up an innovative company culture were modified from Davies and Buisine (2018) and Job Satisfaction items were adapted from Biason (2020). A pre-test validated and assessed the questionnaire's intelligibility and interpretability prior to its distribution. For the purpose of evaluating the research instrument, the validity and reliability tests questionnaire was utilized to guarantee that the items were trustworthy. The results indicated that the items for each variable satisfied the validity requirements, as evidenced by the value of  $r$  arithmetic  $>$   $r$  table (0.351). The value of Cronbach's alpha for assessing reliability is between the values of 0.945 and 0.963, indicating that it is greater than 0.600, while the correlation value ranges from 0.660 to 0.889. The instrument can be employed for data collection with these provisions.

**Table 1: Research Instrument**

Variable	Dimension	Items	Sources
Ambidextrous Leadership	Opening leadership behavior	1. Task 2. Experiment 3. Risk 4. Independent 5. Own idea 6. Error	Hammon et al. (2011)
	Closing leadership behavior	7. Objective 8. Routine 9. Corrective 10. Compliance 11. Uniformity	
Organizational Ambidexterity	Exploratory capability	1. Looking for technology ideas new with think "outside the box" 2. Base his success in his ability to explore technology new 3. Creating a product or innovative services for companies 4. Look for method creative to fulfill customer needs 5. Aggressively venturing into new market segments 6. Actively target new customer groups	Clauss et al. (2021)
	Exploitative capability	7. Committed to improving quality and reducing costs 8. Keep improving reliability of products and services	



Variable	Dimension	Items	Sources
		9. Increasing the level of automation in its operations 10. Always monitor existing customer satisfaction 11. Perfecting his offer to keep current customer satisfaction 12. More in penetrate existing customer base	
Innovative Organizational Culture	Continuous interaction	1. Interaction with the market 2. speed respond interaction to changes that occur	Davies and Buisine (2018)
	Openness Information	3. Information that can be trusted 4. Transparent information	
	Apply innovation and change	5. Identification change positive 6. Award on implementation innovation	
	Trust between Organization Members	7. Equality for all member organization 8. Strengthen interpersonal relationships and trust between team	
Job Satisfaction	Compensation	1. Wages 2. Allowance	Biaasson (2020)
	Job Content	3. Number of working hours 4. Job satisfaction 5. Level of independence.	
	Promotion	6. Opportunity to learn new skills 7. Leveraging skills 8. Promotion based on performance	
	Supervisor	9. Boss's encouragement to set goals 10. Ability to share information	
	Colleagues	11. Work colleague 12. Cooperation 13. Treatment between fellow co-workers	
Employee Creative Performance	Innovation and Collaboration	1. Innovative Strategy Development 2. Collaboration Between Business Units 3. Innovative Project Management 4. Operational Efficiency	Mumtaz and Parahoo, (2020)
	Problem Solving and Creativity	5. Generating and Evaluating Alternatives 6. New Perspectives on Old Problems 7. Improvisation Methods for Problem Solving	

### 3.2. Data Collection & Analysis

A structured questionnaire was employed to gather variable data for this investigation. The subject of this study is an Indonesian national energy company that engages in upstream, midstream, and downstream energy-related integrated business activities. The research spanned three months, from September to October 2024 to be exact. This study used a response rate-based non-probability sampling method. This strategy was chosen after careful analysis of many efficiency and practical factors. Researchers also took the response rate into account to make sure the study was legitimate. Finding the right number of participants to include in this study, we consult Pinem et al. (2018) as a latent variable, and then multiply that by the biggest independent variable, which is 10 (Urbach & Ahlemann, 2010). The study

contains the highest number of independent factors that result in latent variables: three. The minimum sample size for this investigation is thirty. Out of a total of 254 respondents, 186 were included in the analysis. Consequently, the data satisfies the minimum sample size requirement.

**Table 2: Respondent Characteristics**

Respondent Characteristics		Frequency	Percentage (%)
Age	≤ 20 Years	0	0
	21-30 Years	36	18
	31-40 Years	94	47
	41-50 Years	53	26.5
	> 50 Years	17	8.5
Gender	Man	158	79
	Woman	42	21
Years of service	≤ 5 Years	51	25.5
	6 - 10 Years	43	21.5
	> 10 Years	106	53
Position	Analyst	30	15
	Junior Analyst	45	22.5
	Senior Analyst	68	34
	Manager	44	22
	Vice President	10	5
	Senior Vice President	3	1.5

All workers who were part of the firm in 2024 made up the population that was studied who were included in the holding company employees with a minimum work period of 3 years and had a minimum position of Junior Analyst. Among them (Table 2), 79% were men and 21% were women. Most respondents (47%) were aged 31 to 40 years, with 26.5% falling within the 41 to 50 years age range. The majority of work periods were >10 years as much as 53% and under 5 years (25.5%). In terms of position, the most were Senior Analyst 34% and Junior Analyst by 22.5%. PLS (Partial Least Squares) analysis with SmartPLS 3.0 evaluated the hypotheses (Sarstedt et al., 2021). For this study, PLS is better than covariance-based SEM since it measures the accuracy with which external variables may foretell internal variables (Kim et al., 2019; Minh et al., 2019). Since PLS-SEM can handle normally distributed data issues with small samples, it was also considered (Nabavi et al., 2016). The research by Anderson and Gerbing, (1988) continues with, prior to delving into the structural model, this study thoroughly analyzed the measurement model (Ali et al., 2019; Foroughi et al., 2019).

## 4. RESULT AND DISCUSSIONS

### 4.1. Results

The first result detailed an analysis of the measurement model, which checked the components for validity and reliability. The second result showed how a structural model analysis was used to evaluate six research hypotheses:

#### 4.1.1. Measurement Model

As part of developing the measuring model, we checked the three research constructs for reliability and convergent validity. While CR, rho\_A, and Cronbach's Alpha were used to test reliability, AVE and Outer Loading were used to determine convergent validity. In accordance with Hair Joseph et al. (2010) table 3 displays the results, each item had an outer loading the values exceeded 0.70, the average variance extracted (AVE) surpassed 0.50, and Cronbach's alpha, rho A, and composite reliability (CR) all exceeded 0.70, ensuring that the convergent validity and reliability tests were reliable.

**Table 3: The Results of Measurement Models**

Variables	Indicator	Item	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	Average variance extracted (AVE)
<i>Ambidextrous Leadership</i>	X1.1	X1.1.1	0.841	0.925	0.927	0.941	0.728
		X1.1.2	0.892				
		X1.1.3	0.875				
		X1.1.4	0.810				
		X1.1.5	0.820				
		X1.1.6	0.877				
	X1.2	X1.2.1	0.850	0.921	0.924	0.941	0.761
		X1.2.2	0.796				
		X1.2.3	0.909				
		X1.2.4	0.928				
		X1.2.5	0.873				
<i>Organizational Ambidexterity</i>	Y1.1	Y1.1.1	0.851	0.932	0.933	0.946	0.746
		Y1.1.2	0.862				
		Y1.1.3	0.869				
		Y1.1.4	0.883				
		Y1.1.5	0.868				
		Y1.1.6	0.851				
	Y1.2	Y1.2.1	0.862	0.944	0.945	0.956	0.782
		Y1.2.2	0.899				
		Y1.2.3	0.894				
		Y1.2.4	0.887				
		Y1.2.5	0.902				
		Y1.2.6	0.861				
<i>Innovative Organizational Culture</i>	Y2.1	Y2.1.1	0.932	0.845	0.845	0.928	0.866
		Y2.1.2	0.929				
	Y2.2	Y2.2.1	0.950	0.894	0.895	0.950	0.904
		Y2.2.2	0.952				
	Y2.3	Y2.3.1	0.939	0.858	0.860	0.934	0.875
		Y2.3.2	0.932				
	Y2.4	Y2.4.1	0.937	0.866	0.866	0.937	0.882
		Y2.4.2	0.941				
<i>Job Satisfaction</i>	Y3.1	Y3.1.1	0.941	0.872	0.872	0.940	0.886
		Y3.1.2	0.942				

Variables	Indicator	Item	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	Average variance extracted (AVE)
	Y3.2	Y3.2.1	0.842	0.841	0.844	0.904	0.759
		Y3.2.2	0.908				
		Y3.2.3	0.862				
	Y3.3	Y3.3.1	0.853	0.856	0.859	0.913	0.777
		Y3.3.2	0.900				
		Y3.3.3	0.891				
	Y3.4	Y3.4.1	0.882	0.733	0.735	0.882	0.789
		Y3.4.2	0.895				
	Y3.5	Y3.5.1	0.782	0.827	0.841	0.897	0.745
		Y3.5.2	0.918				
		Y3.5.3	0.883				
Employee Creative Performance	Y4.1	Y4.1.1	0.890	0.908	0.909	0.936	0.784
		Y4.1.2	0.910				
		Y4.1.3	0.863				
		Y4.1.4	0.878				
	Y4.2	Y4.2.1	0.918	0.899	0.900	0.937	0.833
		Y4.2.2	0.902				
		Y4.2.3	0.917				

Additionally, validity discriminant variable evaluated use mark Heterotrait-Monotrait ratio (HTMT). All HTMT value between Indicator be under threshold of 0.90, which indicates that every indicator own validity adequate discriminant. This indicates that each Indicator capable reflect construct being measured in a way appropriate without existence influence significant to other indicators.

#### 4.1.2. Measurement Model

Figure 1 shows the study model that was used for the structural model evaluation, which looked at the connection between the proposed constructs was examined.  $R^2$  and the significance of Path analysis was conducted to provide empirical evidence for the hypothesis (Santhanamery & Ramayah, 2014).

An  $R^2$  score between 0 and 1 indicates a correlation between increased prediction accuracy and the statistic. By calculating R-Square values, one can measure how much the independent factors explain the variation in the dependent variable. Raising the R-Squared value improves the model's predictive and explanatory power for the relationship between the research variables,

**Table 4: The Value of  $R^2$  (Determination Coefficient).**

Endogenous Latent Variable	R-squared
Organizational Ambidexterity (Y1)	0.663
Innovative Organizational Culture (Y2)	0.814
Job Satisfaction (Y3)	0.813
Employee Creative Performance (Y4)	0.903

Table 5 shows that for Organizational Ambidexterity (Y1), the R-squared value is 0.663, which means 66.3% of Organizational Ambidexterity variability can explained by the variables in this model. While that, Innovative Organizational Culture (Y2) has R-squared value is 0.814, Job Satisfaction (Y3) has the R-squared value is 0.813 and Employee Creative Performance (Y4) boasts an impressive R-squared score of 0.903, indicating that the model adequately accounts for 90.3% of the variability in creative employee performance. An effective model should exhibit a  $R^2$  over 26% (Hair Joseph et al., 2010), hence, the results are outstanding. The  $R^2$  value of the endogenous construct exceeds the specified threshold, signifying that all constructs possess substantial explanatory power inside the model.

The path coefficient value (H) and significance (P-Value) must be adequately elevated to validate the proposed hypothesis for testing any of the six hypotheses inside this structural model. A high path coefficient signifies the robustness of the association between two variables (Hair Joseph et al., 2010). A value greater than 0.1 is required for the path coefficient and the p-value needs to be less than 0.05 for it to be significant. Table 5 shows the direct influence between variables, as well as the direction and significance of more deep influences.

**Table 5: Hypothesis Test Results (Direct Effect)**

Hypothesis	Variables	Beta	P-Value	Conclusion
H1	Ambidextrous Leadership → Job Satisfaction	0.389*	0,000	Hypothesis Accepted
H2	Ambidextrous Leadership → Organizational Ambidexterity	0.814*	0,000	Hypothesis Accepted
H3	Ambidextrous Leadership → Innovative Organizational Culture	0.181*	0.045	Hypothesis Accepted
H4	Job Satisfaction → Employee Creative Performance	0.371*	0,000	Hypothesis Accepted
H5	Organizational Ambidexterity → Employee Creative Performance	0.140*	0.040	Hypothesis Accepted
H6	Innovative Organizational Culture → Employee Creative Performance	0.482*	0,000	Hypothesis Accepted

## 4.2. Discussion

### 4.2.1. Hypothesis 1: Ambidextrous Leadership has a positive and significant effect on Job Satisfaction

The results of the hypothesis testing in this study indicate that ambidextrous leadership has a positive and significant effect on job satisfaction in national energy companies, with a beta value of 0.389 and a p-value of 0.000. Based on these results, hypothesis H1 is accepted, which means that the higher the level of ambidextrous leadership in the organization, the higher the level of employee job satisfaction. Ambidextrous leadership reflects the leader's ability to balance exploration (creating innovation and change) and exploitation (efficiency and optimization of resources) in the work environment. This confirms the hypothesis that leaders with these skills can make their workplaces more adaptable and dynamic, which in turn boosts morale and happiness on the job. There is a favorable and statistically significant correlation between ambidextrous leadership styles, as shown in this study and other research

and job satisfaction in various industrial sectors such as Chalise & Paudel (2024) who examined the correlation between ambidextrous leadership styles, job satisfaction, and the commercial banking industry in Nepal. Findings indicate that leaders who can strike a balance between exploring and exploiting in decision making and organizational policies tend to increase contentment with one's employment and the research conducted by Norollahee et al. (2022) which examined the same relationship in the context of elementary school teachers in Takestan, Indonesia.

#### **4.2.2. Hypothesis 2: Ambidextrous Leadership has a positive and significant effect on Organizational Ambidexterity**

This study's findings demonstrate that organizations are substantially affected by ambidextrous leadership ambidexterity inside the National Energy Company. A strong and statistically significant correlation between the two variables is suggested by the beta value of 0.814 and the p-value of 0.000. This research validates that leaders who effectively balance the investigation of new technologies with the utilization of current resources significantly enhance the flexibility and adaptability of companies within the energy industry. Organizational ambidextrousness is a crucial factor in a highly dynamic industry such as energy, where companies must continue to innovate to deal with regulatory changes, technological developments, and sustainability demands. Leaders who have an ambidextrous leadership style are able to create a balance between operational efficiency and exploration of new innovations, allowing the company to remain competitive and resilient in facing industry challenges. This discovery is consistent with the research conducted by Baškarada et al. (2016) and Taylor (2016) they discovered that ambidextrous leadership had a significant and positive impact on ambidexterity in the workplace. Leaders with ambidextrous characteristics are able to increase organizational ambidexterity by encouraging a balance between exploration and exploitation in innovation development.

#### **4.2.3. Hypothesis 3: Ambidextrous Leadership has a positive and significant effect on Innovative Organizational Culture**

This study's hypothesis testing findings point to an ambidextrous leader's favorable and statistically significant effect on an innovative company culture. This is evident from the p-value of 0.045 and the beta coefficient value of 0.181. The association between ambidextrous leadership and an innovative company culture is statistically significant (p-value < 0.05). Consequently, we endorse the third hypothesis (H3) from this study. This outcome enhances our comprehension that ambidextrous leadership, which integrates the utilization of established practices with the pursuit of new innovations, significantly influences foster the growth of a creative culture inside the company. In the context of a national energy company, the application of this leadership allows the organization to maintain a balance between operational stability and flexibility in facing the challenges of an ever-evolving industry. Thus, ambidextrous leadership not only helps in maintaining business efficiency and sustainability but also creates an environment that encourages innovation within the organization. This study's findings corroborate those of other research that has shown the effects of multi-talented executives on the growth of a creative work environment. Research conducted by Bavinck



(2015) on team leaders in companies in the Netherlands shows that ambidextrous leadership had a favorable impact on the establishment of a creative culture in a company. A similar study by Bledow et al. (2011) in a cross-country context also confirms that ambidextrous leadership creates an organizational setting that fosters innovation and enhances adaptability to change.

#### **4.2.4. Hypothesis 4: Job Satisfaction has a positive and significant effect on Employee Creative Performance**

Job satisfaction has a positive and statistically significant effect on employee creative performance ( $\beta = 0.371$ ,  $p = 0.000$ ), according to the test. Findings from this study support the idea that contented workers are more inclined to develop innovative approaches to challenges. So, it stands to reason that contented workers are more likely to go above and beyond in their work, whether it's coming up with fresh ideas, finding novel approaches to old challenges, or simply working more efficiently. This study's H4 hypothesis is so accepted. The results of this study are in line with the findings of Lubis (2023) who studied employees of PTPN III and IV in North Sumatra. In his study, If workers in the plantation business are content with their working conditions, as Lubis discovered, they will be more likely to come up with creative and imaginative solutions to their everyday problems. In addition, this finding is also reinforced by the research of Berliana et al. (2018) who examined a similar relationship in employees at PT. ABC. The findings indicate that job satisfaction plays a crucial role in fostering employee creativity. In the context of the national energy company that is the object of this research, similar results show that the aspect of job satisfaction is a key element in improving employee creative performance in various industries.

#### **4.2.5. Hypothesis 5: Organizational Ambidexterity has a positive and significant effect on Employee Creative Performance**

Organizational ambidexterity significantly affects employee creative performance, according to the study's hypothesis testing results ( $\beta = 0.140$ ,  $p = 0.040$ ). There is a recognized positive correlation between organizational ambidexterity and an enhancement in employee creative performance within national energy companies, indicated by a p-value of less than 0.05. This observation can be elucidated through the notion of organizational ambidexterity, which pertains to the organization's capacity to balance the exploration of new innovations and the optimization of existing processes. In the context of national energy companies, this balance is crucial because the industry faces great pressure to remain competitive through technological innovation and operational efficiency. When companies are able to implement ambidexterity strategies effectively, employees are given space to be creative in finding new solutions, without ignoring the optimization of existing processes. This ultimately drives an increase in their creative performance. This finding is in line with previous studies, such as Alghamdi (2018), who found a positive relationship between Organizational Ambidexterity and Employee Creative Performance in academics at Albaha University, Pakistan. Likewise, research conducted by Qammar and Abidin (2020) on employees of a software company in Pakistan. Their findings showing a positive relationship between Organizational Ambidexterity and Employee Creative Performance strengthen the conclusion that companies

with high levels of ambidexterity tend to have employees who are more creative in completing their tasks.

#### **4.2.6. Hypothesis 6: Innovative Organizational Culture has a positive and significant effect on Employee Creative Performance**

The hypothesis testing results indicated that Innovative Organizational Culture has a significant and positive impact on Employee Creative Performance, with a beta value of 0.482 and a p-value of 0.000. This relationship is statistically significant, as evidenced by a p-value that is significantly less than 0.05, so the hypothesis is accepted. This means that the more innovative the organizational culture in a national energy company, the higher the creative performance of employees because a work environment that supports innovation encourages the exploration of ideas, creative problem solving, and employee empowerment in creating new solutions. An innovative work environment provides freedom to experiment and space to share ideas, thus encouraging employee creativity in producing more effective and adaptive solutions for the company. These results are in line with findings from previous studies. Bavinck (2015) in his study of team leaders in companies in the Netherlands also showed that an innovative organizational culture can increase employee creativity by providing freedom to experiment, space to share ideas, and encouragement to think outside the box. In addition, research by Hilmarsson et al. (2014) on company managers in Iceland also found that organizations with an innovative culture are better able to create a work environment that supports employee creativity and innovation, so that they can be more optimal in producing creative solutions for the company.

## **5. CONCLUSION**

Find out There has to be research on how ambidextrous leadership affects ambidexterity in the workplace, innovative culture within companies, employee creativity on the job, and overall job satisfaction. The study found that all mediation variables—Organizational Ambidexterity, Innovative Organizational Culture, and Job Satisfaction—were positively and significantly impacted by Ambidextrous Leadership. Further, this study's findings corroborate the importance of organizational ambidexterity and an innovative culture in boosting employees' creative output. Implications main from study This is that organizations that want to increase creativity employee must apply style ambidextrous leadership that balances between exploration and exploitation. With grow culture innovative and maintain employee job satisfaction, organization can create conducive environment for improvement performance creative. This is become very relevant for companies in the sector energy that faces challenge in adapt with dynamics industry and development technology.

From the side contribution, research this give a number of important findings. In theoretical, research this enrich literature on ambidextrous leadership with confirm its role in create balance between innovation and efficiency organization. In practical, results study this can become the basis for leaders of organizations to develop more effective leadership strategies. adaptive in push innovation and employee job satisfaction, especially in the industry energy. Although study this give contribution significant theoretical and practical, there are a number

of limitations that need to be considered. Research this only done in a company in the energy sector, so that generalization results study to other industries need to be done with caution. In addition, research this use method quantitative with approach survey, which may Not yet fully catch dynamics behavior leadership and interaction organization in a way deep. Therefore, further research is recommended to combine method quantitative and qualitative as well as expand coverage research on various sector industry to obtain better understanding comprehensive.

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