DYNAMIC AMBIDEXTERITY, ORGANIZATIONAL CULTURE, AND PSYCHOLOGICAL WELL-BEING: A NEW DIRECTION TOWARD PROBLEM-SOLVING CREATIVITY

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ABSTRACT

Purpose: The organizational environment changes dynamically, sometimes beneficially and sometimes not. When the situation is uncertain and decisions must be made quickly, problem-solving creativity becomes crucial. This study aimed to empirically determine the effect of dynamic ambidexterity and organizational culture on problem-solving creativity by moderating psychological well-being variables with or without moderation.

Design/methodology/approach: This research was conducted at businesses in the Yogyakarta area, with 300 employees as a sample. The data was obtained by distributing questionnaires online. The collected data is then processed with SPSS to test the validity, reliability, and descriptive analysis for each research variable. Meanwhile, SEM analyses the causal relationship according to the proposed hypothesis.

Findings: The results show that dynamic ambidexterity and organizational culture significantly affect problem-solving creativity. Analysis of causal relationships involving moderating psychological well-being variables moderates the negative influence of dynamic ambidexterity and organizational culture on problem-solving creativity.

Conclusion: The moderating variable of Psychological Welfare weakens the influence of Dynamic Ambidextrous Organizational Culture on Problem Solving Creativity. This conclusion provides implications for practical policies regarding the empirical role of Dynamic Ambidextrous Dynamics, Organizational Culture, and Psychological Welfare in efforts to strengthen Problem-Solving Creativity owned by employees.

Keywords: dynamic ambidexterity, organizational culture, psychological well-being, problem-solving creativity.

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AMBIDEXTERIDADE DINÂMICA, CULTURA ORGANIZACIONAL E 
BEM-ESTAR PSICOLÓGICO: UM NOVO RUMO 
CRITIVIDADE DE SOLUÇÃO DE PROBLEMAS

RESUMO

Objetivo: O ambiente organizacional muda dinamicamente, por vezes de forma benéfica e por vezes não. Quando a situação é incerta e as decisões devem ser tomadas rapidamente, a criatividade para resolver problemas se torna crucial. Este estudo teve como objetivo determinar empiricamente o efeito da ambidestreza dinâmica e da cultura organizacional na criatividade de resolução de problemas, moderando as variáveis de bem-estar psicológico com ou sem moderação.

Design/metodologia/abordagem: Esta pesquisa foi realizada em empresas da área de Yogyakarta, com 300 funcionários como amostra. Os dados foram obtidos por meio da distribuição de questionários online. Os dados coletados são então processados com SPSS para testar a validade, confiabilidade e análise descritiva de cada variável de pesquisa. Enquanto isso, a SEM analisa a relação causal de acordo com a hipótese proposta.

Descobertas: Os resultados mostram que ambidestreza dinâmica e cultura organizacional afetam significativamente a criatividade na resolução de problemas. A análise de relações causais envolvendo variáveis moderadoras de bem-estar psicológico modera a influência negativa da ambidestreza dinâmica e da cultura organizacional na criatividade de resolução de problemas.


Palavras-chave: ambidestreza dinâmica, cultura organizacional, bem-estar psicológico, criatividade para resolução de problemas.

1 INTRODUCTION

The organizational environment affects organizational performance (Prajogo, 2016). However, the business environment often changes suddenly and unpredictably. In situations like this, organizations must have dynamic capabilities sourced from organizational policies or human resources (Farzaneh et al., 2022a).

To achieve the vision and mission, it must be adaptable and responsive to environmental changes (van der Voet, 2016; Yue et al., 2019). Many organizations, including business organizations, face conditions like this. Especially in the current era of globalization, with the rapid development of science and technology and changes in
people's education levels followed by a global lifestyle, it is demanding the ability of organizational members to make decisions quickly and accurately when facing remarkably diverse situations (Gottfredson & Reina, 2020; Misuraca et al., 2021). To achieve organizational goals, the dynamic capabilities of organizational members must be a critical concern. Dynamic capability refers to two activities that increase organizational competitiveness: exploration and exploitation (AlNuaimi et al., 2022; Lu et al., 2020; Subiyanto & Djastuti, 2018; Suherman, 2022).

The ability to make decisions during critical situations requires the creativity of its human resources. Problem-solving creativity combines creative ideas, such as exploring knowledge, defining problems, and comparing ideas to identify the most creative ones (van Hooijdonk et al., 2020). Several factors have been proven to influence problem-solving performance, including the ability to exploit skills possessed by employees (Subiyanto & Djastuti, 2018), and organizational culture (Fadnavis et al., 2020).

There is still little research on the influence of emotional ambiguity, organizational culture, and the role of the psychological well-being of employees as moderators has yet to be discovered, so this research seeks to fill the void in this research. Because the challenges are increasingly complex, the role of psychology needs to be a research concern. We consider psychological well-being very maturely as a moderating variable because there is a hidden side to the human person, which is an innate or personal trait. Integrating numerous factors and applying creative methods in the practical professional domain is becoming a critical skill (Fatmawaty et al., 2023). Competency and psychological factors in achieving organizational goals are essential in human resource management.

The formulation of the problem can be developed through research questions. "Do dynamic ambidexterity and organizational culture affect problem-solving creativity? Does psychological well-being positively moderate the influence of dynamic ambidextrousness and organizational culture on problem-solving creativity?". From the research questions, the researcher formulated the research problem by building an empirical research model with emotional ambiguity and organizational culture as predictors, psychological well-being as moderation, and creative problem-solving consequently.
2 THEORITICAL FRAMEWORK

2.1 DYNAMIC AMBIDEXTERITY

Ambidexterity is understood as the ability to improve existing knowledge (exploitation) and create new knowledge to overcome the lack of knowledge in the implementation of work (exploration) (Adler & Heekscher, 2013). Ambidexterity does not mean tolerance for efficiency, but it is an approach through choices made by allocating company assets and capabilities and conditioning these assets to capture new opportunities that benefit the company (O’Reilly & Tushman, 2008). Ambidexterity is a particular capability embodied in learning and leadership and expressed through their ability to reconfigure organizational assets and competencies to adapt to changing circumstances (van de Wetering, 2022).

The evolution and improvement of the organization can be focused on exploitative activities to improve or improve service to a better market (Xiao et al., 2022). Under certain conditions, many customers leave because of the company's inability to create loyalty through customer satisfaction (Dat and Nguyen, 2023). Companies must work hard through exploratory activities, creating new ways (Úbeda-garcía et al., 2022).

Dynamic capabilities allow companies to switch from exploitative functions to explorative activities in a rhythmic fashion. However, preferably, insights need to be gained through organizational capabilities that underlie the ability to simultaneously perform exploitation and exploration activities (Wetering, 2022). While having different views and identifying business units at the contextual skill level, they define it as the behavioral capacity that simultaneously demonstrates alignment and adaptability (Farzaneh et al., 2022b)—exhibiting four ambidextrous behaviors in the individual, namely: taking the initiative outside of an employee's work role; cooperative behavior; building internal relationships; and multitasking (O’Reilly & Tushman, 2008).

2.2 ORGANIZATIONAL CULTURE

Organizational cultures are patterns, beliefs, and values that should be adhered to (Al-Ali et al., 2017). Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behaviours that are expected to be able to adapt to ongoing and future challenges. (Ahmetoglu et al., 2018). Organizational culture is an invisible social force that can move people in an organization to carry out work activities (Sari et al., 2021).
Organizational culture is an important thing that employees must own. It means responding to a challenge or change that can occur at any time in a company. So that employees still perform well in carrying out the tasks given by the company and still maintain the behaviour and attitudes of employees to stay in line with applicable standards or norms (Kaur Bagga et al., 2022; Paais & PATTIRUHU, 2020).

2.3 PSYCHOLOGICAL WELL-BEING

It is the condition of a person who is not only free from pressure or mental problems but more than that. It is the condition of a person who can accept himself and his life in the past, self-development or growth, and the belief that life is meaningful. It has the quality of positive relationships with others, the capacity to manage one's life and environment effectively, and the ability to determine one's own actions (autonomy) (Hedlund et al., 2019; Ryff & Keyes, 1995).

2.4 PROBLEM-SOLVING CREATIVITY

Humans are sometimes faced with situations that do not follow their will, can even be difficult, and must be handled properly to achieve their goals efficiently and effectively. Therefore, creativity is essential for humans so that life's problems are appropriately resolved. Problem-solving creativity is the ability to combine problem-solving processes with a creative mindset (Sözbilir, 2018; van Hooijdonk et al., 2020; Van Hooijdonk et al., 2022). In the business world, creativity can help someone to think freely (think out of the box) to look for opportunities and get ideas for carrying out activities that contribute positively to the growth of their business (Shafi et al., 2020). Several aspects in the context of creativity and adoption research (Algarni et al., 2023; Antonio et al., 2014) include:

a. Fluency: the ability to produce meaningful and relevant ideas that are produced in meeting the demands of the situation.
b. Flexibility: the ability to think in a flexible way to solve problems to have more solutions
c. Originality is the originality of a creative idea that can be borne by someone.
d. Elaboration (elaboration): the ability to describe and develop more complex ideas.
According to (Paolo et al., 2022) individual creative potential can be built through training and has a beneficial impact on increasing innovative ideas. Positive contributions can be obtained by increasing innovative ideas through creativity training (Udayana et al., 2021).

2.5 CONCEPTUAL FRAMEWORK AND HYPOTHESES

2.5.1 Dynamic ambiguity, organizational culture, and problem-solving creativity

A person's ability to respond to changes in the work environment and emotional problems in response to exploitative and exploratory behaviour can trigger one's creativity in making decisions (Mavroudi et al., 2023; Xiao et al., 2022). In addition, organizational culture, which is the set of values that members of the organization have embraced, certainly influences their ability to solve problems.

Organizational culture, especially openness to technological developments, triggers their creativity to innovate in strategic decision-making, especially problem-solving (Bogahalande et al., 2019; Yeh & Huan, 2017). With logical considerations and the support of previous research, the following hypotheses are proposed:

H1: Dynamic ambiguity has a significant positive effect on problem-solving creativity

H2: Organizational culture has a significant positive effect on problem-solving creativity

2.5.2 Dynamic ambidexterity, organizational culture, problem-solving creativity, and Psychological Well-Being

It influences a person's attitudes and behaviour (Sabokro et al., 2021; Syahril et al., 2022; Wang & Kanungo, 2004). These attitudes and behaviours also affect their perception of something that exists in them and their environment (Poushneh, 2021; Zubair et al., 2020). Therefore, psychological well-being is highly likely to strengthen the influence of emotional ambiguity and organizational culture on employee creativity in problem-solving. Based on this description, with the support of several previous studies, the researchers proposed the hypothesis that the effect of dynamic ambidextrousness and organizational culture on problem-solving creativity is moderated by psychological well-being, as follows:
H3: Psychological well-being positively moderates the effect of dynamic ambidextrousness on problem-solving creativity

H4: Psychological well-being moderates the positive influence of organizational culture on problem-solving creativity

Based on the description in the background, theoretical studies, and the results of several empirical studies, the researcher proposes a conceptual research framework as follows:

![Figure 1. Research Model](source: Results of analysis by authors]

The conceptual research framework above describes a causal relationship with two independent variables; Dynamic ambiguity and organizational culture as independent variables, problem-solving creativity as the dependent variable, and psychological well-being as a moderating variable.

3 METHODOLOGY

3.1 VARIABLE MEASUREMENT

This quantitative research confirms the proposed hypothesis with field data obtained through a questionnaire instrument. A 5 Likert scale determines variable measurement; 1 indicates strongly disagree, and up to a scale of 5 indicates strongly agree.

The dynamic ambiguity variable is measured through five statement items, namely: 1) The ability to gather information to adapt to changes in the work environment, 2) The ability to explore the latest knowledge in anticipation of changes in the work
environment, 3) The ability to explore the latest technology, in anticipation of changes in the work environment, 4) Ability to explore new work methods to anticipate changes in the work environment and 5) Ability to apply new work methods as an effort to adapt to changes in the work environment.

We adopted the organizational culture variable from (Paais & PATTIRUHU, 2020; Sari et al., 2021) which we modified into five statement items as follows: 1) Calculating risks and anticipating risks, 2) Paying attention to each problem in detail, 3) Oriented to the results to be achieved, 4) Oriented to all employee interests, and 5) Aggressive at work. Furthermore, to measure the creative problem-solving variable we adopted from (Carmeli et al., 2013; Van Hooijdonk et al., 2022) with three dimensions and six statement items, we modified as follows: 1) Outline problems in assignments into parts to gain a greater understanding. 2) Utilizing various information to understand the problems that arise. 3) Searching for information from various sources (for example, personal experience, other people’s experiences, documentation, the Internet)). 4) Design potential future solutions in solving problems. 5) Generate many alternatives for the final solution.

Psychological well-being is measured by considering the indicators of past life (self-acceptance), self-development, or growth (personal growth). It is also measured by the belief that life is meaningful and has a purpose (purpose in life), the quality of positive relationships with others, and the capacity to manage one's life. Other measurements are the environment effectively and the ability to determine one's actions (autonomy) (Ryff, 1989; Ryff & Keyes, 1995).

3.2 POPULATION AND SAMPLE

The population of this study was all employees of business companies in the DIY area, while our sample consisted of 250 respondents. Two hundred fifty respondents met the requirements using the Structural Equation Modeling analysis tool with AMOS software (Hair, Ringle, et al., 2012; Hair, Sarstedt, et al., 2012).

4 RESULTS AND DISCUSSION

4.1 DESCRIPTIVE ANALYSIS

Data analysis to confirm the proposed hypothesis was carried out after the data met the validity and reliability tests, following the data quality test results:
Table 1: Validities and Reliabilities of Research Data

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamic Ambidexterity</td>
<td>DA1</td>
<td>.840</td>
<td>.933</td>
</tr>
<tr>
<td></td>
<td>DA2</td>
<td>.851</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DA3</td>
<td>.873</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DA4</td>
<td>.838</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DA5</td>
<td>.721</td>
<td></td>
</tr>
<tr>
<td>Organizational culture</td>
<td>OC1</td>
<td>.799</td>
<td>.942</td>
</tr>
<tr>
<td></td>
<td>OC2</td>
<td>.853</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC3</td>
<td>.878</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC4</td>
<td>.809</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC5</td>
<td>.874</td>
<td></td>
</tr>
<tr>
<td>Problem-Solving Creativity</td>
<td>CPS1</td>
<td>.894</td>
<td>.978</td>
</tr>
<tr>
<td></td>
<td>CPS2</td>
<td>.941</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CPS3</td>
<td>.922</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CPS4</td>
<td>.929</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CPS5</td>
<td>.931</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CPS6</td>
<td>.937</td>
<td></td>
</tr>
<tr>
<td>Psychological Well Being</td>
<td>PWB1</td>
<td>.845</td>
<td>.961</td>
</tr>
<tr>
<td></td>
<td>PWB2</td>
<td>.937</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PWB3</td>
<td>.876</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PWB4</td>
<td>.869</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PWB5</td>
<td>.882</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PWB6</td>
<td>.857</td>
<td></td>
</tr>
</tbody>
</table>

Source: Results from survey data

The results of the validity and reliability tests show that all Corrected Item-Total Correlation values are above 0.7, so all items are declared valid. Next, for the reliability of all values Cronbach's Alpha is above 0.7. Thus, all variables are considered reliable.

Before moving on to data analysis to confirm the proposed hypothesis, we conducted a descriptive analysis for each variable. The results of the descriptive analysis of the research variables follow

Table 2: Descriptive Statistics

<table>
<thead>
<tr>
<th>Item</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>PWB1</td>
<td>300</td>
<td>3.45</td>
<td>1.032</td>
<td>1.064</td>
</tr>
<tr>
<td>PWB2</td>
<td>300</td>
<td>3.48</td>
<td>1.003</td>
<td>1.006</td>
</tr>
<tr>
<td>PWB3</td>
<td>300</td>
<td>3.48</td>
<td>.912</td>
<td>.832</td>
</tr>
<tr>
<td>PWB4</td>
<td>300</td>
<td>3.52</td>
<td>.875</td>
<td>.765</td>
</tr>
<tr>
<td>PWB5</td>
<td>300</td>
<td>3.52</td>
<td>.931</td>
<td>.866</td>
</tr>
<tr>
<td>PWB6</td>
<td>300</td>
<td>3.47</td>
<td>.941</td>
<td>.885</td>
</tr>
<tr>
<td>CPS1</td>
<td>300</td>
<td>3.48</td>
<td>.962</td>
<td>.926</td>
</tr>
<tr>
<td>CPS2</td>
<td>300</td>
<td>3.45</td>
<td>.985</td>
<td>.971</td>
</tr>
<tr>
<td>CPS3</td>
<td>300</td>
<td>3.45</td>
<td>.965</td>
<td>.931</td>
</tr>
<tr>
<td>CPS4</td>
<td>300</td>
<td>3.48</td>
<td>.969</td>
<td>.940</td>
</tr>
<tr>
<td>CPS5</td>
<td>300</td>
<td>3.50</td>
<td>.966</td>
<td>.933</td>
</tr>
<tr>
<td>CPS6</td>
<td>300</td>
<td>3.50</td>
<td>.980</td>
<td>.960</td>
</tr>
<tr>
<td>DA1</td>
<td>300</td>
<td>3.53</td>
<td>.937</td>
<td>.879</td>
</tr>
<tr>
<td>DA2</td>
<td>300</td>
<td>3.54</td>
<td>.930</td>
<td>.864</td>
</tr>
<tr>
<td>DA3</td>
<td>300</td>
<td>3.39</td>
<td>.946</td>
<td>.895</td>
</tr>
</tbody>
</table>
Dynamic Ambidexterity, Organizational Culture, and Psychological Well-Being: A New Direction Toward Problem-Solving Creativity

<table>
<thead>
<tr>
<th></th>
<th>DA4</th>
<th>300</th>
<th>3.38</th>
<th>.926</th>
<th>.858</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DA5</td>
<td>300</td>
<td>3.50</td>
<td>1.039</td>
<td>1.080</td>
</tr>
<tr>
<td>OC1</td>
<td>300</td>
<td>3.49</td>
<td>1.020</td>
<td>1.040</td>
<td></td>
</tr>
<tr>
<td>OC2</td>
<td>300</td>
<td>3.46</td>
<td>1.048</td>
<td>1.099</td>
<td></td>
</tr>
<tr>
<td>OC3</td>
<td>300</td>
<td>3.56</td>
<td>1.021</td>
<td>1.043</td>
<td></td>
</tr>
<tr>
<td>OC4</td>
<td>300</td>
<td>3.43</td>
<td>1.043</td>
<td>1.089</td>
<td></td>
</tr>
<tr>
<td>OC5</td>
<td>300</td>
<td>3.58</td>
<td>1.056</td>
<td>1.115</td>
<td></td>
</tr>
</tbody>
</table>

Source: Results from survey data

Figure 2. Path diagram showing path coefficients and variance explained

Source: Results of data analysis by the authors

4.2 GOODNESS OF FIT

Through the analysis process with Structural Equation Modeling obtained Goodness of fit: Chi-Square = 75.685, Significance Test = 0.000008085, DF=30, CMIN\DF=30, GFI=0.949, AGFI=0.906, TLI=0.981, CFI=0.987, and RMSEA=0.72. Based on the goodness of fit results, the research model has demonstrated a good fit with the data.

4.3 LOADING FACTOR

In the following, the researcher presents the loading factor for each item in each variable:
The Standardized Regression Weights table above shows that the overall loading factor value is above 0.7, so it is feasible in the process of analysis with Structural Equation Modelling. The results as a confirmation of the hypothesis can be seen in the following table:

### 4.4 HYPOTHESIS TESTING

Hypothesis analysis was carried out to confirm the field data with the proposed hypothesis. Following are the results of the analysis using Structural Equation Modelling (SEM):

#### Table 3: Standardized Regression Weights

<table>
<thead>
<tr>
<th>Item</th>
<th>Variable</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>DA4</td>
<td>DA</td>
<td>.909</td>
</tr>
<tr>
<td>DA3</td>
<td>DA</td>
<td>.919</td>
</tr>
<tr>
<td>OC4</td>
<td>OC</td>
<td>.832</td>
</tr>
<tr>
<td>OC3</td>
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<td>.897</td>
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<tr>
<td>OC1</td>
<td>OC</td>
<td>.829</td>
</tr>
<tr>
<td>CPS2</td>
<td>CPS</td>
<td>.940</td>
</tr>
<tr>
<td>CPS3</td>
<td>CPS</td>
<td>.936</td>
</tr>
<tr>
<td>CPS4</td>
<td>CPS</td>
<td>.965</td>
</tr>
<tr>
<td>CPS6</td>
<td>CPS</td>
<td>.947</td>
</tr>
<tr>
<td>DA1</td>
<td>DA</td>
<td>.845</td>
</tr>
</tbody>
</table>

Source: Results from survey data analysis by the authors

Next, we present the Regression Weights table, the results of the analysis with the moderating variable Psychological Well Being:

#### Table 4: Regression Weights

<table>
<thead>
<tr>
<th>Label</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
<th>Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPS</td>
<td>OC</td>
<td>.483</td>
<td>.090</td>
<td>5.365</td>
<td>***</td>
</tr>
<tr>
<td>CPS</td>
<td>DA</td>
<td>.576</td>
<td>.099</td>
<td>5.845</td>
<td>***</td>
</tr>
</tbody>
</table>

***P>0.01 Source: Results from survey data analysis by the authors

### 4.5 DISCUSSION

Based on the analysis results without considering the moderating variable, a significant value of 0.000 was obtained*** and a coefficient of 0.483 for the influence of
Organizational Culture on Problem Solving Creativity. These results can be concluded that if Organizational Culture increases in degree, then Creativity Problem Solving will also increase. These findings support previous research (Song & Kolb, 2009; Švarc et al., 2019). The following finding from this study is that Dynamic Ambidexterity has a significant positive effect on Problem-Solving Creativity, with statistical evidence of a significance value of 0.000*** and a coefficient of 0.576. From these results, it can be concluded that if the degree of Dynamic Ambidexterity increases, then the Creativity of Problem Solving will also increase. This finding aligns with previous research (O’Reilly & Tushman, 2008; Subiyanto & Djastuti, 2018; Wetering, 2022).

The second stage of the analysis involves the moderating variable of Psychological Well Being. It shows empirical evidence, supported by confirmation of research data, that Psychological Well Being moderates the negative relationship between Organizational Culture, Dynamic Ambidextrousness, to Problem-Solving Creativity, with a significance value of 0.000*** with a negative coefficient. The justification for this study's results can be that the more comfortable and prosperous a person is, the fewer challenges they face, so they do not trigger the birth of innovative ideas.

5 CONCLUSION

The analysis of Dynamic Ambidextrousness's influence on Problem-Solving Creativity is empirically proven. This evidence shows that if the degree of Dynamic Ambidexterity possessed by employees increases, then the Creativity Problem Solving possessed by employees will also increase.

Confirmation of the hypothesis of the influence of Organizational Culture on Problem Solving Creativity is also proven empirically. These results show that when Organizational Culture increases degree, employees' creativity in solving problems will also increase when Organizational Culture increases in degree.

The results of the analysis involving the moderating variable of Psychological Welfare in the relationship between Dynamic Ambidexterity, Organizational Culture, and Problem-Solving Creativity are proven to be a negative moderator. These results show that the moderating variable of Psychological Welfare weakens the influence of Dynamic Ambidextrous Organizational Culture on Problem Solving Creativity. This conclusion provides implications for practical policies regarding the empirical role of Dynamic
Amidextrous Dynamics, Organizational Culture, and Psychological Welfare in efforts to strengthen Problem-Solving Creativity owned by employees.

The results of this study provide clear directions that practitioners can adopt in strategic policy. Implementing the right policies to increase the Creativity of Problem-Solving employees when experiencing work problems can be an advantage for an organization (Sulaiman et al., 2015). Emotional ambiguity and organizational culture will be essential predictors in encouraging employee problem-solving creativity. At the same time, psychological well-being requires stimulation to maintain a feeling of being challenged against everything that is faced so that creativity will still emerge. The theoretical implications of this research can be fascinating when the moderation of psychological well-being tends to weaken the effect of dynamic amidextrous organizational culture on problem-solving creativity.
REFERENCES


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