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AMBIDEXTERITY AND PERCEIVED ORGANIZATIONAL SUPPORT PREDICT EMPLOYEE PERFORMANCE: ROLES OF DARK TRIAD AND JOB SATISFACTION



SINTA 2

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ABSTRACT

In today's competitive business environment, organizations must balance exploitation and exploration to sustain employee performance. This study examines the effects of ambidexterity, perceived organizational support (POS), job satisfaction, and the Employee Dark Triad on employee performance. Using a quantitative approach, data were collected from 150 employees of PT Nutrisi Keluarga, Indonesia, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that ambidexterity and job satisfaction positively affect employee performance, while POS significantly enhances job satisfaction, which mediates its relationship with performance. Furthermore, the Employee Dark Triad shows a positive direct effect on performance but negatively moderates the relationship between ambidexterity and performance. This study contributes to the human resource management literature by developing a moderated-mediation model integrating organizational capabilities, support mechanisms, and personality traits. Practically, organizations should foster ambidexterity, strengthen organizational support, promote job satisfaction, and manage dark personality tendencies to optimize employee performance.

Keywords: ambidexterity; perceived organizational support; job satisfaction; dark triad.

INTRODUCTION

In today's increasingly complex and competitive business environment, organizations must not only survive but also grow by simultaneously exploring new opportunities and exploiting existing resources. This dual capability, known as organizational ambidexterity, allows organizations to innovate while maintaining efficiency and achieving short-term performance targets (Huong Tran et al., 2025). Ambidexterity is not only critical at the organizational level but also at the individual level, where employees' ability to balance exploratory and exploitative learning positively influences their work performance (Clauss et al., 2021).

Despite its benefits, the effective implementation of ambidexterity can be threatened by the presence of employees exhibiting the Dark Triad personality traits, Machiavellianism, narcissism, and psychopathy. These traits are characterized by manipulateness, self-interest, and a lack of empathy, which can undermine cooperation, knowledge sharing, and strategic alignment (Ceptureanu et al., 2025). In practice, employees with high Dark Triad tendencies may resist collaborative learning, prioritize personal gains over organizational

goals, and obstruct ambidextrous behaviors, thus endangering both innovation and efficiency (Noviza et al., 2025). Empirical evidence on the interplay between ambidexterity and the Dark Triad, particularly in Indonesia, remains limited, leaving a critical gap in understanding how personality traits influence the effectiveness of ambidextrous strategies at the individual level.

Another crucial factor influencing employee performance is Perceived Organizational Support (POS), which reflects the degree to which employees believe that the organization values their contributions and cares about their well-being. POS has been shown to enhance job satisfaction, motivation, and work performance (Ijigu et al., 2022). In the context of ambidexterity, POS may act as a supportive mechanism that encourages employees to engage in both exploratory and exploitative learning, buffering potential negative effects of dark personality traits. Furthermore, job satisfaction is considered a key affective mediator linking organizational support and performance outcomes, yet its role in the ambidexterity–performance relationship has not been fully explored (Elif & Ashi, 2024).

The conceptual framework of this study integrates ambidexterity, POS, job satisfaction, and the Dark Triad to address a central research problem: how can individual ambidexterity enhance employee performance in the presence of potentially disruptive personality traits, and what role do organizational support and job satisfaction play in this process? This framework is theoretically grounded in the Job Demands-Resources (JD-R) Theory, which posits that personal and organizational resources can foster engagement and performance, while individual traits may either facilitate or hinder this process (Dwiputri & Surya Wanasida, 2024). Specifically, ambidexterity is viewed as a personal resource, POS as an organizational resource, and the Dark Triad as a potential personal barrier. Job satisfaction serves as an affective mechanism mediating the influence of these resources on performance outcomes (Kamal & Kahar, 2025).

By combining these variables, this study offers both theoretical and practical contributions. Theoretically, it extends the literature on ambidexterity by examining its individual-level implications in the context of dark personality traits and organizational support. Practically, it provides insights for human resource management in designing strategies that enhance performance while mitigating the risks associated with the Dark Triad. This integrated model is particularly relevant for Indonesian organizations, where empirical studies on these dynamics are scarce, and can inform interventions to promote balanced, high performing, and psychologically safe work environments. From this discussion, we hypothesize that:

H1: Ambidexterity has a positive effect on employee performance.

Ambidexterity at the individual level refers to employees' ability to simultaneously engage in both exploratory and exploitative activities in performing their work tasks. This capability enables employees to balance innovation and efficiency, allowing them to respond effectively to dynamic work environments while maintaining consistent performance. Prior studies have highlighted that individual-level ambidexterity is supported by several psychological and cognitive mechanisms, including psychological ownership, perceived organizational and job ownership, learning orientation, as well as social and cognitive factors. These mechanisms facilitate the effective transformation of ambidextrous behaviors into superior performance outcomes (Balzano et al., 2025). Furthermore, ambidexterity is conceptualized as a positive motivational resource that stimulates proactive work engagement and the application of active coping strategies when facing job demands. Such proactive and adaptive behaviors enhance employees' capacity to manage work challenges, which in turn leads to improved individual performance (Liao et al., 2025). Employees who

exhibit higher levels of ambidexterity tend to demonstrate greater flexibility, initiative, and problem-solving ability, enabling them to deliver more optimal work results. In addition, ambidextrous leadership plays a critical role in reinforcing the positive impact of ambidexterity on employee performance. This leadership style encourages autonomy, independent thinking, and self-directed behavior among employees, thereby fostering responsibility and initiative in task accomplishment. Moreover, ambidextrous leadership promotes collaboration through the development of a shared vision and the establishment of high-performance expectations, which create a supportive organizational climate conducive to performance enhancement (Azmy & Hartono, 2025).

H2: The employee dark triad has a significant effect on employee performance.

The Dark Triad personality traits, namely narcissism, Machiavellianism, and psychopathy, represent a set of socially aversive characteristics that pose substantial challenges within organizational contexts. These traits are commonly associated with a wide range of dysfunctional workplace outcomes, including counterproductive work behavior, unethical decision-making, and distorted interpersonal and team dynamics. Individuals who exhibit high levels of Dark Triad traits often prioritize self-interest, display manipulative tendencies, and demonstrate a lack of empathy, which may undermine cooperation and trust in the workplace (Upadhyay & Baber, 2023). Nevertheless, recent studies suggest that the influence of the Dark Triad is not exclusively detrimental. Under certain organizational conditions, specific elements of these traits may contribute positively to work outcomes. For instance, narcissistic tendencies may foster confidence and assertiveness, Machiavellianism may enhance strategic thinking, and psychopathy-related characteristics such as emotional detachment may support resilience in high-pressure environments. These potential advantages indicate that the Dark Triad can exhibit both dysfunctional and functional consequences, depending on contextual and situational factors (Upadhyay & Baber, 2023). Given the complex and dual nature of the Dark Triad traits, it is important to further examine their role in shaping employee attitudes and behaviors in organizational settings. Moreover, existing evidence suggests that individuals with Dark Triad traits do not uniformly exhibit dysfunctional workplace behaviors. Under certain organizational conditions, these traits may also facilitate adaptive outcomes, particularly in contexts that demand creativity, risk-taking, and strategic thinking. For instance, Machiavellianism has been associated with heightened strategic orientation, narcissism with elevated self-confidence and achievement motivation, and psychopathy-related traits with emotional resilience in high-pressure environments. Empirical studies further indicate a positive association between the Dark Triad and creativity, creative deviance, and innovative behavior, suggesting that these traits may enhance performance in highly dynamic and uncertain work contexts (Li & Chen, 2025).

H3: Perceived organizational support has a positive effect on job satisfaction.

Perceived organizational support (POS) reflects employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. Previous studies indicate that POS plays a crucial role in fostering positive work-related attitudes, particularly job satisfaction and organizational commitment. When employees perceive strong organizational support, they are more likely to experience positive emotions, demonstrate higher dedication, and exhibit improved job performance, while simultaneously showing lower levels of turnover intention and absenteeism (Claudia, 2018); (Maan et al., 2020). More specifically, organizational support theory suggests that employees develop higher levels of job satisfaction when organizations fulfill their socio-emotional needs and provide appropriate recognition and rewards for work-related efforts. Such supportive

practices create a favorable work environment that encourages positive attitudes and behaviors among employees (Mascarenhas et al., 2022). Grounded in the principle of reciprocity, employees who feel supported by their organization tend to respond with stronger emotional attachment, increased job satisfaction, and enhanced organizational commitment, which collectively contribute to better individual and organizational outcomes. Empirical evidence further confirms the positive association between perceived organizational support and job satisfaction. Employees who receive higher levels of organizational support report significantly greater satisfaction with their jobs, as organizational care and appreciation strengthen their sense of value and belonging at work (Roji & Kurniawan, 2024); Siregar et al., 2024). Therefore, it can be argued that organizational support serves as a key antecedent of job satisfaction in the workplace.

H4: Job satisfaction has a positive effect on employee performance.

The relationship between job satisfaction and employee performance has attracted considerable scholarly attention, yet empirical findings remain mixed. While several studies have reported a significant positive association between job satisfaction and performance, others have found no direct effect. These inconsistent results highlight the complexity of the relationship and indicate the need for deeper investigation to better understand the underlying mechanisms and contextual factors that may shape this linkage (Suwandana, 2025). Despite these mixed findings, theoretical and empirical evidence suggests that job satisfaction plays a vital role in shaping employee attitudes and behaviors. Although dissatisfaction may not immediately lead employees to leave their jobs, it can negatively affect their psychological well-being, interpersonal relationships with colleagues, and the overall quality of their work output and service delivery. Consequently, employees who experience higher levels of job satisfaction tend to demonstrate more positive work behaviors and improved performance outcomes (Ningsih, n.d.). Furthermore, empirical studies have consistently demonstrated that job satisfaction significantly influences employee performance through various job-related dimensions, including the nature of the work itself, compensation, promotion opportunities, supervisory support, and relationships with co-workers (Oktavia, 2023). These factors contribute to employees' overall sense of fulfillment, which in turn enhances their motivation, engagement, and productivity. In addition, job satisfaction has been shown to exert both direct and indirect effects on performance, particularly when mediated by factors such as work stress. Employees who experience higher satisfaction levels are better able to manage job demands, resulting in superior performance outcomes (Yaso. I Made Suar & Studi Manajemen, 2023). Moreover, job satisfaction reflects an individual's emotional evaluation of their work experiences, generating positive feelings that foster intrinsic motivation and commitment. Such positive psychological states encourage employees to exert greater effort, display higher levels of responsibility, and achieve better performance results (Nabila & Budiono, 2025). Therefore, job satisfaction can be considered a critical antecedent of employee performance.

H5: Job satisfaction mediates the relationship between perceived organizational support and employee performance.

Perceived organizational support (POS) has been widely recognized as a crucial antecedent of employee attitudes and performance. However, recent studies suggest that the effect of POS on employee performance is often indirect, operating through important psychological and attitudinal mechanisms, particularly job satisfaction. Job satisfaction represents employees' positive emotional responses toward their work experiences, which can translate organizational support into enhanced motivation, commitment, and performance outcomes.

Empirical evidence demonstrates that job satisfaction fully mediates the relationship between perceived organizational support and job performance, indicating that employees' perceptions of organizational care and appreciation primarily influence performance by first shaping their level of satisfaction at work (Sharma & Biswakarma, 2020). In line with this, POS has been shown to exert a significant indirect effect on job performance through job satisfaction, highlighting the central role of satisfaction in linking supportive organizational practices to individual performance outcomes. Furthermore, studies conducted in diverse organizational contexts reinforce the mediating role of job satisfaction. Research in the financial services sector in China revealed that employees who perceive higher organizational support experience increased job satisfaction, which subsequently enhances their motivation, loyalty, and work effectiveness. This mediating mechanism underscores how supportive organizational environments foster positive emotional states that encourage superior performance. Similarly, evidence from the banking industry confirms that organizational support, manifested through rewards, career development opportunities, and managerial attention, strengthens employees' job satisfaction, which in turn positively affects their performance (Pamungkas & Tanuwijaya, 2025). Collectively, these findings suggest that job satisfaction functions as a key psychological pathway through which perceived organizational support influences employee performance. By fulfilling employees' socio-emotional needs and recognizing their contributions, organizations can enhance job satisfaction, thereby stimulating higher levels of motivation, commitment, and work effectiveness.

H6: The employee dark triad moderates the relationship between ambidexterity and employee performance.

Although prior studies have consistently demonstrated the positive role of employee ambidexterity in enhancing individual performance, empirical investigations that integrate personality traits, particularly the dark triad as a moderating variable remain limited. As organizations increasingly adopt ambidexterity as a strategic approach to improve performance and customer satisfaction, understanding its implications at the employee level has become increasingly important. Prior research provides strong empirical evidence that employee ambidexterity significantly contributes to improved individual performance outcomes by fostering flexibility, proactive engagement, and adaptive work behaviors (Liao et al., 2025). Nevertheless, the effectiveness of ambidextrous behaviors may vary substantially across individuals, depending on their personality characteristics. The Dark Triad, comprising narcissism, Machiavellianism, and psychopathy, represents a cluster of socially aversive personality traits associated with opportunism, manipulation, emotional detachment, and self-centeredness. These traits are likely to influence how employees balance exploration and exploitation activities in ambidextrous work settings. Employees with high levels of Dark Triad traits may utilize autonomy and flexibility primarily to pursue personal interests, potentially weakening the positive effect of ambidexterity on performance. In contrast, employees with lower levels of these traits are more inclined to channel ambidextrous behaviors toward collective and organizational goals, thereby strengthening performance outcomes. Taken together, these theoretical arguments and empirical findings imply that the Dark Triad functions as a critical boundary condition that shapes the strength of the relationship between employee ambidexterity and performance.

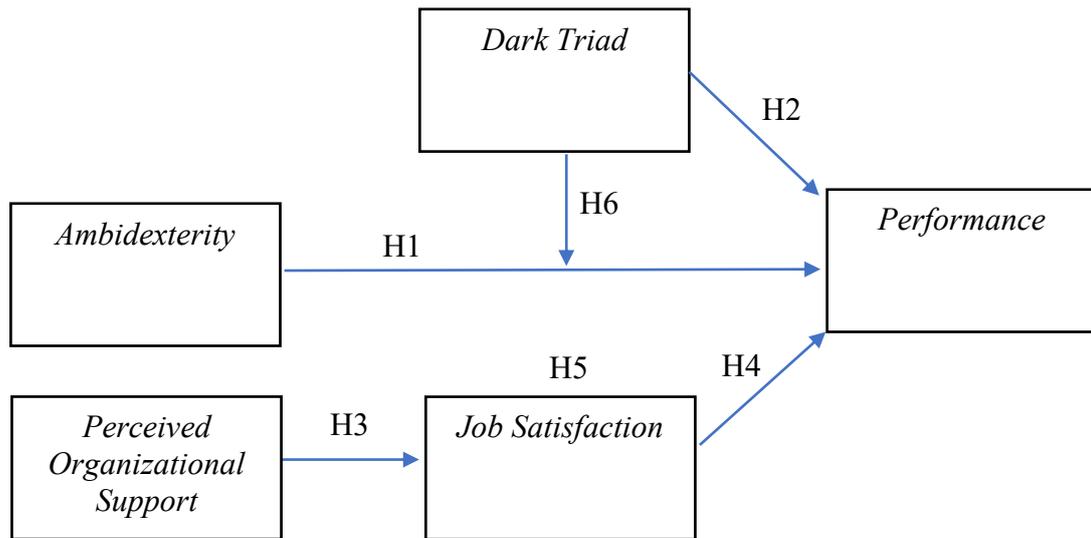


Figure 1. Research Framework

Source: Data processed, 2025

METHODS

This study employs a quantitative research approach, using both primary and secondary data that are measurable, systematic, empirical, and objective. The quantitative approach was chosen to test the hypotheses and examine the relationships between independent and dependent variables in a structured and replicable manner. Primary data were collected through a structured questionnaire administered to employees, while secondary data included organizational records on employee performance, internal HR reports, and prior studies used to develop and validate measurement instruments. This combination of primary and secondary data strengthens the reliability and contextual relevance of the study findings.

The study was conducted from September 2024 to July 2025 at PT Nutrisi Keluarga, a large-scale food and nutrition manufacturing company. The organization was selected because it operates in a highly competitive and innovation-driven environment where ambidexterity, organizational support, and personality traits are expected to significantly impact employee performance. Employees in the blending and packing departments, totaling 340 individuals, served as the population for the study. These departments were chosen because they involve both routine (exploitative) and problem-solving (exploratory) tasks, making them relevant for examining ambidexterity and the moderating role of the Dark Triad.

A sample of 150 employees was selected using a simple random sampling technique, ensuring that every individual in the population had an equal probability of being included. The sample size was justified based on established rules for PLS-SEM, which suggest that the minimum sample should be 10 times the largest number of structural paths directed at a single construct (Guenther et al., 2023). Additionally, the sample size satisfies recommendations from statistical power analysis, providing sufficient power (>0.80) to detect significant relationships among latent variables.

Data were collected using a structured questionnaire adapted from validated instruments in previous research. Ambidexterity items were adapted from Nasution et al.

(2023), Perceived Organizational Support (POS) items were adapted from Khusna et al. (2025), and job satisfaction items were based on Khair et al. (2024). The Dark Triad was measured using the Short Dark Triad (SD3) instrument developed by Denovan et al. (2024), which includes items for Machiavellianism, narcissism, and psychopathy. The self-report method is acknowledged to be prone to social desirability bias, especially for negative traits like the Dark Triad, which may result in underreporting. Respondents were provided with a detailed explanation of the study objectives, assurances of confidentiality, and instructions on completing the questionnaire between May 7 and May 19, 2025.

The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), chosen for its ability to generate quantifiable and comparable data. Before analysis, all collected data were verified for completeness and consistency.

Data analysis was conducted using SmartPLS 4.1, appropriate for examining relationships among latent constructs via the Partial Least Squares – Structural Equation Modeling (PLS-SEM) approach. Measurement model evaluation included validity and reliability testing. Construct validity was assessed through convergent validity (outer loadings >0.70 ; AVE ≥ 0.50) and discriminant validity using cross-loadings and the Heterotrait-Monotrait Ratio (HTMT <0.85). Reliability was assessed using composite reliability (>0.70) and Cronbach's alpha (≥ 0.70 , acceptable ≥ 0.60 for early-stage research).

The structural model was analyzed to examine the hypothesized causal relationships among variables. The R^2 value was interpreted strong (≥ 0.75), moderate ($0.50-0.74$), weak ($0.25-0.49$), and very weak (<0.25). Goodness-of-fit was assessed using the Standardized Root Mean Square Residual (SRMR <0.08) and Normed Fit Index (NFI >0.90). Significance of path coefficients was tested using bootstrapping, with p-values <0.05 and t-statistics >1.97 considered significant for a two-tailed test at a 5% significance level.

RESULT AND DISCUSSION

The respondent profile shows that the majority were male (69%) and aged between 30 and <40 years (57.3%). Most respondents had completed senior high school or vocational education (54.6%) and had less than five years of work experience (51.3%). Respondents were distributed across various departments, with the highest proportions in Packing Operators and Blending Operators (each 19.3%), followed by Quality Control (18.6%) and Staff (14.0%). This distribution reflects a diverse workforce across demographics and job functions, suggesting the data are sufficiently representative for analyzing the studied variables as detailed in Table 1.

The measurement model analysis (outer model) was conducted to ensure that the indicators used in this study could measure latent constructs validly and reliably. The outer model defines the relationship between latent constructs and their indicators, distinguishing between reflective and formative indicators (Pereira et al., 2024). This study employed reflective indicators, which assume that the indicators are influenced by the latent constructs. The selection of indicator types can be based on theory, previous empirical studies, or rational considerations.

Convergent validity was assessed using outer loadings (Table 2) and the Average Variance Extracted (AVE) through SmartPLS 4.1. Indicators with outer loadings greater than 0.70 are considered valid. Initial analysis indicated that some indicators did not meet the 0.70 threshold, leading to their removal. The final results show that all remaining indicators are valid (Table 2).

The Average Variance Extracted (AVE) for all constructs exceeded 0.50, confirming adequate convergent validity. Reliability was assessed using Composite Reliability and

Cronbach's Alpha. All constructs exceeded the threshold of 0.70, indicating good internal consistency. Goodness of Fit refers to the overall adequacy of the model in representing the observed data. A PLS model is considered to demonstrate acceptable model fit if the SRMR value is below 0.08 or 0.10. Furthermore, a Normed Fit Index (NFI) value closer to 1 indicates better model fit, with values above 0.90 considered excellent. According to Duryadi (2021), NFI values of 0.19, 0.33, and 0.67 represent weak, moderate, and strong categories, respectively. Based on the results, the SRMR value of 0.077 is below the threshold of 0.08, indicating strong model fit, while the NFI value of 0.785 exceeds 0.67, which falls into the strong category. Therefore, the proposed model satisfies the goodness-of-fit criteria.

Table 1. Respondent Demographic

Category	Description	Frequency	Percentage
Gender	Male	104	69%
	Female	46	31%
Age	20-<30 years	53	35.3%
	30-<40 years	86	57.3%
	40-<50 years	12	8.0%
	≥50 years	2	1.3%
Education	Senior High School / Vocational	82	54.6%
	Diploma	43	28.6%
	Bachelor's Degree (S1)	25	16.6%
Work Experience	<5 years	77	51.3%
	5-<10 years	54	36.0%
	10-<15 years	9	6.0%
	15-<20 years	11	7.3%
	20-<25 years	2	1.3%
Department	Packing Operator	29	19.3%
	Blending Operator	29	19.3%
	Quality Control (QC)	28	18.6%
	Staff	21	14.0%
	Forklift Operator	14	9.3%
	Material Handler	11	7.3%
	Process Leader	10	6.6%
	Facility & Services	6	4.0%
Maintenance Lead	2	1.3%	

Source: processed primary data (2025)

Table 2. Measurement Model Indices

Variable	Indicator	Loading	AVE	CR	Cronbach's Alpha
Ambidexterity	X1.3	0.790	0.683	0,915	0,884
	X1.5	0.824			
	X1.6	0.838			
	X1.7	0.829			
	X1.8	0.850			
Perceived Org. Support	X2.2	0.832	0.687	0,898	0,848
	X2.4	0.835			
	X2.7	0.802			
	X2.8	0.846			
Employee Dark Triad	M.1	0.844	0.686	0,897	0,855
	M.2	0.862			
	M.3	0.864			
	M.4	0.736			
Job Satisfaction	Z.1	0.757	0.614	0,927	0,910
	Z.2	0.766			
	Z.4	0.786			
	Z.5	0.760			
	Z.6	0.835			
	Z.7	0.832			
Performance	Z.8	0.784	0.731	0,931	0,908
	Z.9	0.743			
	Y.1	0.835			
	Y.2	0.887			
	Y.3	0.832			
	Y.4	0.876			
	Y.5	0.842			
SRMR	0.0777				
NFI	0.785				

Source: Data processed, 2025

Subsequently, discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). The results show that each indicator correlates most strongly with its intended construct and that all values remain below the strict HTMT threshold of 0.85.

Table 3. HTMT

Construct	AMD	EDT	JS	PE	POS
AMD	–				
EDT	0.249	–			
JS	0.735	0.247	–		
PE	0.835	0.308	0.819	–	
POS	0.779	0.337	0.833	0.842	–

Source: Data processed, 2025

The results of the hypothesis testing indicate that ambidexterity has a positive and significant effect on employee performance; therefore, H1 is supported. This finding suggests that employees' ability to simultaneously balance exploratory and exploitative activities can effectively enhance work effectiveness, quality, and productivity.

Conceptually, ambidexterity enables employees not only to maintain operational efficiency through the exploitation of routine work practices but also to foster innovation through the exploration of new ideas, technologies, and methods. The integration of these two activities strengthens individuals' adaptive capacity in responding to dynamic work demands, thereby leading to more optimal performance outcomes. This result is consistent with the findings of Clauss et al. (2021) and Balzano et al. (2024), who emphasize that individual-level ambidexterity represents a critical psychological resource that facilitates work engagement, continuous learning, and performance effectiveness. In the context of PT Nutrisi Keluarga, this finding indicates that employees in the blending and packing departments who are able to combine operational efficiency with creative problem-solving tend to demonstrate superior performance. Exploitative activities, such as improving production quality and complying with standard operating procedures (SOPs), when integrated with exploratory behaviors involving process innovation and technological adaptation, directly contribute to improvements in work quality, timeliness, and achievement of production targets. Therefore, this result further reinforces the argument that ambidexterity functions as a personal resource within the framework of the Job Demands–Resources (JD-R) Theory, enabling employees to remain productive amid complex and demanding work environments.

The results of the analysis indicate that the Dark Triad has a positive and significant effect on employee performance; therefore, H2 is supported. This finding suggests that personality traits associated with the Dark Triad—namely narcissism, Machiavellianism, and psychopathy—can contribute positively to individual performance outcomes within specific organizational contexts. This positive relationship implies that certain characteristics of the Dark Triad may function as performance-enhancing factors. Consistent with the findings of Upadhyay and Baber (2023) and Li and Chen (2025), narcissistic tendencies may foster self-confidence, assertiveness, and a strong desire for achievement, which can motivate individuals to perform at higher levels. Machiavellian traits may enhance strategic thinking, goal orientation, and adaptive decision-making, while selected psychopathy-related characteristics, such as emotional detachment and stress tolerance, may improve resilience and effectiveness in high-pressure work environments. In tasks requiring speed, precision, and mental endurance, these traits may facilitate more efficient and goal-directed performance. However, although the Dark Triad demonstrates a positive influence on performance, its underlying characteristics also carry potential risks. Excessive self-interest, manipulative behavior, and limited empathy may weaken interpersonal relationships, reduce collaboration, and negatively affect the social climate within organizations. Therefore, this finding highlights the context-dependent and dualistic nature of the Dark Triad, suggesting that its positive impact on performance can be optimized when supported by effective leadership, ethical standards, and appropriate control mechanisms. Under such conditions, the Dark Triad may serve not only as a driver of individual achievement but also as a strategic asset in competitive and dynamic work environments.

The results of the hypothesis testing indicate that perceived organizational support (POS) has a positive and significant effect on job satisfaction; therefore, H3 is supported. This finding reinforces organizational support theory, which posits that employees' perceptions of organizational care, recognition, and concern for their well-being directly

enhance their level of job satisfaction. When employees feel valued, treated fairly, and supported by both their supervisors and the organization, they are more likely to experience positive emotions toward their work. These positive emotional states foster a stronger sense of belonging, emotional commitment, and psychological attachment to the organization. This finding is consistent with prior studies by Claudia (2018), Mascarenhas et al. (2022), and Roji and Kurniawan (2024), which conclude that perceived organizational support is a primary determinant of job satisfaction. In the context of PT Nutrisi Keluarga, supervisory support, clarity of career development pathways, and favorable working conditions were found to significantly enhance employees' job satisfaction. Such conditions create a psychologically supportive work environment in which employees feel comfortable, appreciated, and motivated to contribute more effectively to organizational goals.

The results of the analysis indicate that job satisfaction has a positive and significant effect on employee performance; therefore, H4 is supported. This finding suggests that higher levels of job satisfaction experienced by employees lead to better performance outcomes. Job satisfaction reflects individuals' affective evaluations of their work experiences, which subsequently enhance intrinsic motivation, work engagement, and organizational commitment. Satisfied employees tend to demonstrate greater dedication, accuracy, and initiative in performing their tasks. This result is consistent with the findings of Ningsih (2021), Oktavia (2023), and Yaso et al. (2023), who emphasize that job satisfaction is a critical determinant of individual performance. In manufacturing work environments such as PT Nutrisi Keluarga, satisfaction with job characteristics, leadership, promotion opportunities, and interpersonal relationships has been shown to significantly improve both the quality and quantity of work output. Accordingly, job satisfaction functions as a key psychological mechanism that bridges organizational factors and the achievement of optimal employee performance.

The results of the mediation analysis indicate that job satisfaction significantly mediates the relationship between perceived organizational support (POS) and employee performance; therefore, H5 is supported. This finding suggests that the influence of POS on employee performance does not occur solely through a direct pathway, but rather operates primarily through the enhancement of job satisfaction. This result reinforces the findings of Sharma and Biswakarma (2020), who demonstrated that job satisfaction fully mediates the relationship between perceived organizational support and job performance. High levels of organizational support foster employees' feelings of being valued and cared for, which subsequently enhance their job satisfaction. In turn, increased satisfaction promotes higher motivation, loyalty, and work quality. In the context of the present study, organizational support manifested in the form of structural fairness, supervisory attention, appropriate rewards, and favorable working conditions was found to significantly improve job satisfaction, which ultimately led to enhanced employee performance. Accordingly, job satisfaction serves as a key affective pathway through which organizational support is translated into superior performance outcomes.

The results of the moderation analysis indicate that the Dark Triad significantly moderates and weakens the relationship between ambidexterity and employee performance; therefore, H6 is supported. This finding suggests that the positive effect of ambidexterity on employee performance becomes weaker as the level of Dark Triad traits increases. Specifically, employees with high levels of Dark Triad traits tend to utilize flexibility, autonomy, and learning opportunities primarily for personal interests rather than collective organizational goals. As a result, their ambidextrous behaviors are less effectively translated into superior performance outcomes. In contrast, employees with lower levels of Dark Triad

traits are more likely to direct ambidextrous activities toward cooperation, shared learning, and organizational objectives, thereby strengthening the positive impact of ambidexterity on performance. This finding is consistent with the arguments of Ceptureanu et al. (2025) and Noviza et al. (2025), who emphasize that Dark Triad characteristics such as manipulation, self-centeredness, and low empathy—can undermine collaborative learning, knowledge sharing, and strategic alignment, all of which are essential for the effective implementation of ambidexterity. Accordingly, the Dark Triad functions as a critical negative boundary condition that constrains the effectiveness of ambidexterity in enhancing employee performance.

These results are consistent with previous studies by Nooshabadi et al. (2024) and extend an integrative model that considers ambidexterity, organizational support, job satisfaction, and employee dark personality traits in the Indonesian context, particularly in explaining both enhancing and weakening mechanisms in employee performance. Theoretically, this study reinforces the human resource management literature by highlighting the importance of the interaction between individual capabilities, organizational support, and personality traits in influencing performance, where dark personality traits may attenuate the positive effects of ambidexterity and organizational support.

The results of this study are presented systematically following the research objectives and hypotheses. The analysis was conducted based on the outputs of the structural model, which included testing for direct effects, mediating effects (indirect effects), and moderating effects. Each table and figure is formally referenced in accordance with academic writing standards, without specifying the location. Hypotheses were tested using t-statistics and p-values at a 5% significance level with a two-tailed approach. A relationship was considered significant if the t-statistic exceeded 1.97. Path coefficients were evaluated based on both statistical significance and practical relevance. The results of the direct effect tests are presented through the path coefficients between variables (Table 4).

Table 4. Structural Model Results (Direct, Indirect, and Moderating Effects)

Hypothesis	Path	β	t-value	p-value	Result
H1	AMD → PE	0.410	6.667	<0.001	Supported
H2	EDT → PE	0.122	2.580	0.010	Supported
H3	POS → JS	0.734	18.912	<0.001	Supported
H4	JS → PE	0.425	6.302	<0.001	Supported
H5	POS → JS → PE (Indirect)	0.312	5.732	<0.001	Supported
H6	EDT × AMD → PE (Moderation)	-0.112	2.048	0.041	Supported

Source: Data processed, 2025

Mediating effects occur when a third construct serves as an intermediary between two related constructs (Hair Jr. et al., 2021), as shown in Table 4.

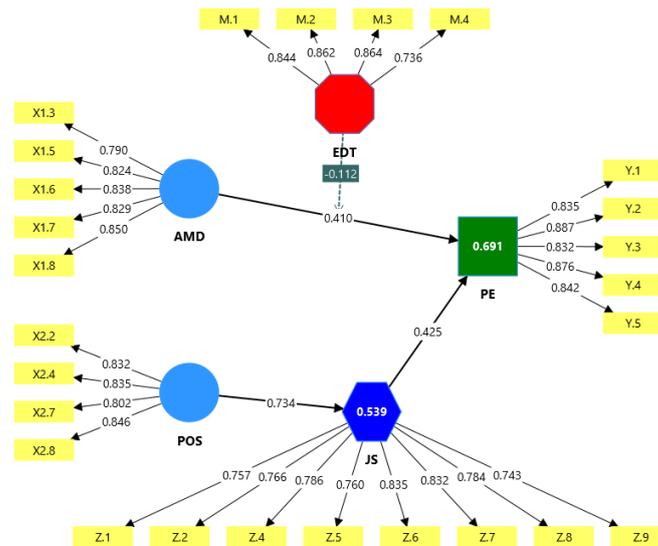


Figure 2. Outer Model

Source: Data processed, 2025

The findings of this study demonstrate that ambidexterity, perceived organizational support (POS), job satisfaction, and the Employee Dark Triad collectively influence employee performance, providing a comprehensive understanding of how individual capabilities, organizational resources, and personality traits interact in shaping work outcomes. Overall, the results indicate that employees’ ability to balance exploration and exploitation (ambidexterity) enhances performance, particularly when supported by organizational resources and positive psychological states. This confirms and extends ambidexterity theory (Slåtten et al., 2023), highlighting that ambidexterity is not only an organizational-level capability but also a critical individual-level competency that promotes creativity, efficiency, and adaptability. In practical terms, organizations can leverage this insight by creating opportunities for employees to explore innovative approaches while maintaining routine task efficiency through training, empowerment, and flexible work arrangements.

The study also highlights the central role of POS in fostering job satisfaction, which in turn enhances performance. This aligns with social exchange theory, which posits that employees reciprocate perceived organizational support with positive attitudes and behaviors (Park & Kim, 2024). Job satisfaction acts as a key mediating mechanism, translating the benefits of organizational support into tangible performance outcomes. This finding underscores the importance of integrating organizational support initiatives—such as recognition, transparent communication, and participative decision-making into human resource management strategies to maximize employee engagement and productivity.

Importantly, the study provides nuanced insights into the role of the Employee Dark Triad. While the direct effect of dark personality traits on performance was positive, reflecting prior observations that traits like strategic cunning (Machiavellianism) or overconfidence (narcissism) can enhance short-term performance in competitive contexts (Haar & de Jong, 2023), the Dark Triad also negatively moderates the relationship between ambidexterity and performance. This indicates that, although certain dark traits may offer immediate advantages, they can simultaneously disrupt the effective use of exploratory and exploitative capabilities, ultimately limiting the long-term benefits of ambidexterity. These findings expand the existing literature by demonstrating that dark personality traits have a dual effect: potentially beneficial in direct performance measures but detrimental when

complex cognitive and collaborative processes are required (Bueno-de la Fuente et al., 2025). Practically, this suggests that organizations should carefully manage dark traits through psychological assessment, monitoring, and targeted behavioral interventions.

Taken together, the results reveal an interconnected framework in which ambidexterity, POS, and job satisfaction function synergistically to enhance employee performance, while the Dark Triad introduces both opportunities and constraints depending on the context. Theoretically, this study contributes to human resource management and organizational behavior literature by integrating ambidexterity, organizational support, affective mechanisms, and personality traits into a single explanatory model. It highlights the mediating role of job satisfaction and the moderating influence of the Dark Triad, offering a more holistic understanding of performance determinants. From a practical standpoint, organizations seeking sustained performance improvements must simultaneously cultivate ambidextrous capabilities, foster supportive work environments, and manage the potential risks associated with dark personality traits (Pimentel et al., 2024).

The study demonstrates that optimal employee performance arises from a balance of individual competencies, organizational support, and careful management of personality influences. By empirically validating these interrelationships, the research not only confirms existing theories but also expands them, providing a robust framework for understanding how complex human and organizational factors collectively shape performance outcomes (Gul et al., 2025).

This study offers both theoretical and practical contributions. Theoretically, it extends human resource management literature by integrating ambidexterity, perceived organizational support, job satisfaction, and Employee Dark Triad characteristics in explaining employee performance. The findings highlight the importance of considering the interplay between individual capabilities, organizational support, and personality traits in enhancing performance outcomes. Practically, organizations can improve employee performance by developing ambidexterity, providing adequate organizational support, fostering job satisfaction, and managing the potential risks associated with dark personality traits through psychological assessments, supervision, and behavioral coaching.

Despite its contributions, this study has several limitations. First, the research sample was limited to employees of a single company, which may constrain the generalizability of the findings. Second, the cross-sectional design limits the ability to infer causality between variables. Third, self-reported measures may be subject to social desirability bias, especially for sensitive constructs such as the Dark Triad.

Future studies could address these limitations by expanding the sample across multiple organizations and industries to improve generalizability. Longitudinal designs would help to capture causal relationships over time. Additionally, combining self-reported data with objective performance metrics or supervisor ratings could reduce bias. Further research could also explore additional moderating or mediating variables, such as organizational culture or leadership style, to deepen the understanding of the mechanisms affecting employee performance.

CONCLUSIONS

This study demonstrates that ambidexterity and perceived organizational support (POS) significantly contribute to employee performance, with job satisfaction acting as a mediator between POS and performance. Employees who can balance exploration and exploitation exhibit higher adaptability and productivity, while organizational support enhances motivation, engagement, and work commitment. Meanwhile, Dark Triad

characteristics have a dual effect; although certain dark traits can boost short-term performance in competitive contexts, they also negatively moderate the effect of ambidexterity, indicating that manipulative, narcissistic, or psychopathic behaviors may undermine the effective deployment of individual strategic capabilities in complex and collaborative work contexts. These findings extend human resource management literature by presenting an integrative model that combines individual capabilities, organizational support, and dark personality traits as determinants of performance. Practically, organizations are advised to develop ambidexterity through training and empowerment, strengthen organizational support systems, and manage risks associated with the Employee Dark Triad to minimize potential negative impacts. The study's limitations include its cross-sectional design and focus on a single company in Indonesia, which may limit the generalizability of the findings. Future research is recommended to adopt longitudinal approaches, expand organizational contexts, and explore additional mediating or moderating variables to gain a more comprehensive understanding of the interactions between individual and organizational factors. Overall, this study provides both theoretical and practical contributions for developing strategies to enhance employee performance across various organizational settings.

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