

## Developing innovation capability of sme through contextual ambidexterity

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### Abstrak

The word "ambidexterity" can be interpreted as the capability of an organization that simultaneously implement innovation activities both in exploratory and exploitative manner. The organization that implement these two types of innovation activity is called ambidextrous organization. In general, the studies on ambidextrous organization in the past mainly focused on structural ambidexterity whereas studies on contextual ambidexterity still got less attention. The contextual ambidexterity can be achieved through the provision of context that allow employees to implement both activities on exploration and exploitation. The Depok City in West Java was one of the municipalities that see a growing number of small and medium enterprises (SMEs). According to a data from the Depok Agency for Markets, Cooperatives and SMEs, the total number of SMEs was 2,400 units, consisting of 2,352 smaller merchants and 48 medium enterprises. The aim of this research paper was to elaborate on how far the SMEs in Depok could adopt the study of contextual ambidexterity. The research itself utilized qualitative approach with mixed methods research as its methodology by the use of questionnaires and in-depth interviews. The questionnaires were distributed to the owners of SMEs with purposive sampling technique whereas in-depth interviews were conducted on SME actors. The measurement on contextual ambidexterity was conducted with the instrument that was developed by Ghosbal and Bartlett (in Birkinshaw and Gibson, 2004). The research results indicated the capability of an organization to innovate was created through the context of organization in the form of performance management and social support. The designs of both performance management and social support from the organization could provide the context that would support the employees to perform innovative acts both in exploitative and exploratory sense.

Ambidexterity dapat diartikan sebagai kemampuan organisasi yang secara simultan melaksanakan aktivitas inovasi baik secara eksploratif maupun eksploitatif. Organisasi yang melakukan kedua jenis aktivitas inovasi ini disebut ambidextrous organization. Umumnya kajian ambidextrous organization lebih banyak berfokus pada structural ambidexterity sedangkan penelitian yang mengkaji contextual ambidexterity masih kurang mendapat perhatian. Contextual ambidexterity dapat dicapai melalui penyediaan konteks yang dapat memberikan ruang bagi karyawan untuk melaksanakan aktivitas eksplorasi dan eksploitasi. Kota Depok merupakan salah satu kota dengan jumlah UMKM yang semakin berkembang. Berdasarkan data Dinas Pasar, Koperasi dan UMKM Kota Depok, jumlah UMKM di Depok adalah 2.400 unit, yang terdiri dari 2.352 pedagang kecil dan 48 usaha menengah. Penelitian ini bertujuan untuk mengelaborasi tentang sejauh mana Usaha Kecil dan Menengah (UMKM) di kota Depok dapat mengadopsi pembelajaran contextual ambidexterity. Penelitian ini menggunakan pendekatan kuantitatif dengan metode penelitian berupa mix methode dengan menggunakan kuesioner dan wawancara mendalam. Kuesioner diberikan kepada pemilik UMKM dengan teknik pengambilan sampel secara purposive sementara wawancara mendalam dilakukan terhadap pemilik UMKM. Pengukuran atas contextual ambidexterity menggunakan instrumen yang dikemukakan oleh Ghosbal dan Bartlett (dalam Birkinshaw dan Gibson,

2004). Hasil penelitian menunjukkan bahwa kapabilitas organisasi di dalam berinovasi tercipta melalui konteks organisasi berupa manajemen kinerja dan dukungan sosial. Desain manajemen kinerja dan dukungan sosial dari organisasi menyediakan konteks yang dapat mendukung karyawan untuk berperilaku inovatif baik secara eksploitatif maupun eksploratif.