

Implementation of ambidextrous leadership for increasing revenue

Chita Oktapriana

chita.okta@president.ac.id

Accounting Study Program, Faculty of Business, President University, Cikarang, Indonesia

Radityo Adi Asmara

radityo-adi.asmara@schott.com

Magister Manajemen, Universitas Paramadina, Cikarang, Indonesia

Abstract

The potential of MSMEs to contribute to the acceleration of economic growth in Indonesia is increasingly evident. The dominance of business conducted in the market makes MSMEs have various challenges for the sustainability of their business, one of which is to ensure a long-term increase in business turnover. The need for leaders who can create employee agility and employee innovative performance needs to be considered. This study aims to experiment with 26 MSMEs regarding the implementation of an ambidextrous leadership style and its impact on increasing business income. Before the experiment, MSME leaders were given training related to the ambidextrous leadership style. After the training, a PISCES analysis was conducted to ascertain the improvement that occurred after the implementation of ambidextrous leadership. Furthermore, related to testing experiments to increase business income, a t-test was conducted using income data before and after the implementation of ambidextrous leadership. From the results of the t-test, a significant increase was obtained as evidenced by the sig (2-tailed) result of 0.333 on MSME business income. Furthermore, from the results of the PISCES analysis, it was found that the average answer was 49.5% strongly agree for each indicator of the successful implementation of ambidextrous leadership. This is evidence that the implementation of the ambidextrous leadership style is important to ensure the growth of business performance and ensure its sustainability.

Keywords: *ambidextrous; revenue; MSMEs; sustainability*

Abstrak

Potensi yang dimiliki UMKM untuk berkontribusi pada percepatan pertumbuhan ekonomi di Indonesia semakin terlihat nyata. Dominasi usaha yang dilakukan di pasar membuat UMKM memiliki berbagai tantangan untuk keberlanjutan usahanya, salah satunya untuk memastikan adanya peningkatan omset usaha jangka panjang. Kebutuhan adanya pimpinan yang mampu menciptakan ketangkasan karyawan dan kinerja inovatif karyawan perlu dipertimbangkan. Penelitian ini bertujuan untuk melakukan eksperimen kepada 26 UMKM terkait implementasi gaya kepemimpinan ambidextrous terhadap dampaknya pada peningkatan pendapatan usaha. Sebelum dilakukan eksperimen, para pimpinan UMKM diberikan pelatihan terkait dengan gaya kepemimpinan ambidextrous. Setelah dilakukan pelatihan, dilakukan analisis PISCES untuk memastikan peningkatan yang terjadi setelah implementasi kepemimpinan ambidextrous. Selanjutnya, terkait dengan pengujian eksperimen peningkatan pendapatan usaha, dilakukan uji beda menggunakan data pendapatan sebelum dan sesudah implementasi kepemimpinan ambidextrous. Dari hasil uji beda didapatkan peningkatan yang signifikan dibuktikan dengan hasil sig (2-tailed) sebesar 0.333 pada pendapatan usaha UMKM.

Selanjutnya dari hasil analisa PISCES didapati hasil rata-rata 49.5% jawaban sangat setuju untuk setiap indikator keberhasilan implementasi kepemimpinan ambidextrous. Hal ini menjadi bukti bahwa implementasi gaya kepemimpinan ambidextrous ini penting untuk menjamin pertumbuhan performa usaha dan menjamin keberlangsungannya.

Kata kunci: ambidextrous; pendapatan usaha; UMKM; keberlanjutan

INTRODUCTION

Dynamic business development is a challenge for business organizations, especially for Micro, Small, and Medium Enterprises (MSMEs) to generate increased sales. The existence of MSMEs in Indonesia is an important spear because of its contribution to the national economy. Data shows that in 2019 there were around 64.2 million MSMEs or equivalent to 99.99% of the total business actors in Indonesia which were able to contribute 61.1% to gross domestic income (GDP) (Sasongko, 2020). This potential is a mainstay for the government to revive the national economy after slumping during the last pandemic. The sluggish purchasing power of the market requires a kind of stimulus that is able to maintain a balance of supply and demand in the market, solely to ensure the business existence of MSME players.

The government has created a number of measures in an attempt to support MSMEs outside and to ensure the survival of their businesses. However, MSMEs must also develop internal strategies to promote a rise in business turnover. Employees, namely human resources, present one of the hurdles that MSMEs must overcome in order to achieve this approach. A leader who can generate innovation in the form of improvement, efficiency, selection, and implementation, while also maximizing the capabilities of the business unit, is essential to ensuring the establishment of maximum work synergy. Because of this, MSMEs should think about using the ambidextrous leadership style. According to (Oluwafemi et al., 2020) and (Gerlach et al., 2020) ambidextrous leadership style is important to be applied by MSMEs in order to enrich an innovative work culture for employees. By getting used to innovation, MSME employees will be able to increase productivity by producing highly competitive products in the market. In line with research conducted by (Khan, 2019) by applying the ambidextrous leadership style, MSMEs are able to maintain their business sustainability. This can be seen in the agility and organizational effectiveness created as a result of the application of this ambidextrous leadership style (Beverly, 2020).

The clearest benchmark to be able to see the development of MSMEs is sustainable and significant revenue growth. With adequate revenue, it provides assurance for MSMEs to be able to finance all their operational activities and automatically have an impact on their sustainability. Unfortunately, many MSMEs have not been able to clearly identify the impact that the application of leadership styles will have on their business performance. Through this research, MSMEs will be assisted in conducting experiments related to the impact of implementing an ambidextrous leadership style on increasing business revenue.

LITERATURE REVIEW

Ambidextrous leadership

The organizational basis of ambidexterity is well-established. Originally, organizational structure's dual character was discussed in relation to the term "organizational ambidexterity" as a way to promote creativity (Duncan, 1976). After carefully examining the idea, Tushman and O'Reilly (1996) put forth two strategies for investigating and using organizational learning

that let companies make the most of their assets. Ambidexterity is the capacity of an organization to actively engage in both the utilization of its present organizational strengths and the investigation of possible future opportunities. Exploration is related to search, diversity, experimentation, and discovery, whereas exploitation is related to refinement, efficiency, selection, and implementation (Birkinshaw & Gupta, 2013; Ketkar & Puri, 2017). According to this description, businesses must effectively manage two opposing elements: evolutionary and revolutionary change (Tushman & O'Reilly, 1996) and efficiency and flexibility (Adler et al., 2007). Low-cost approach with distinction (Porter, 1996), radical and incremental innovation, and resource alignment while responding to changes in the environment (Gibson & Birkinshaw, 2004).

Employee agility

When exploitative acts occur at the employee level, or on the human side, existing knowledge and skills are used to produce short-term increases in productivity and effectiveness. On the other hand, exploratory activities include things like searching for new processes and products as well as rival strategies and techniques. To do this, workers need to learn new information or skills and adapt to new routines. Learning is linked to both exploration and exploitation. Individual ambidexterity, multifaceted phenomena, is the behavioral orientation of an individual to combine exploitation and exploration-related acts within a specific timeframe. (Caniëls & Veld, 2019; Gibson & Birkinshaw, 2004; Kang & Snell, 2008)

Since employee ambidexterity spans a variety of exploration and exploitation dimensions, it can be improved by any circumstance that promotes greater exploration and exploitation. It should be highlighted that these two things are not mutually exclusive—that is, one does not come at the expense of the other. Combining exploratory and exploitative activities, according to Caniëls & Veld (2019), produces three different outcomes: an unbalanced situation where exploitative activities outweigh explorative activities; an unbalanced situation where exploitative activities outweigh exploratory activities; and an unbalanced situation where both types of activities are present or absent.

Employee innovative performance

Innovation is a diverse term that involves at least two distinct processes. The initial phase in the process is to generate new, workable ideas. The second stage is to put those concepts into practice. Employee inventive performance is the ability of employees to act in a way that produces innovative outcomes, such as formulating and implementing creative yet useful ideas. It differs from creativity in that it involves the creation and application of ideas. While creativity and innovation go hand in hand, creativity is just the start (Rosing & Zacher, 2017).

The literature on employee innovation performance states that idea creation, the first step in the development of fresh and practical ideas in any field, is where all forms of innovation are thought to start. During the second phase, known as idea development, coworkers and/or superiors are consulted to gain support for the proposal and their acceptance. Idea realization is the last phase, where concepts are developed into practical applications that may be used in a group or corporate environment. Emphasis should be placed on the fact that employee innovation performance is a multi-phase process that, depending on the stage of development, calls for various employee behaviors and actions. Considering that employee creativity is performed (Abbas & Raja, 2015). While employees may often carry out simple innovations on their own, more complicated inventions typically require teamwork based on a suitable set of knowledge, abilities, and work roles.

Micro, small and medium enterprises (MSMEs)

Small and medium-sized enterprises (SMEs) are defined by the Department of Cooperatives and Small and Medium Enterprises as traditional, small-scale businesses with an annual turnover of less than IDR 1 billion and a net worth between IDR 50 million and IDR 200 million (excluding land and buildings of the place of business); in the UMKM Law / 2008, SMEs are defined as having an annual net worth between IDR 50 million and IDR 500 million and an annual net sales between IDR 300 million and IDR 2.5 billion. The definition a medium-sized business is an independent, productive economic enterprise run by a person or organization that is not a branch or subsidiary of a business that is owned, controlled, or involved in any way by a small or large business with a net worth of IDR 500 million IDR 10 billion excluding land and buildings of the place of business or annual sales of more than IDR 2.5 billion - IDR 50 billion (Kemenkop, 2008).

Revenue

The primary goal of any business is to turn a profit. Remember that earnings can only be determined if the total amount of money received by the company is sufficient to pay for all of its expenses plus some. According to SAK EMKM, revenue is specifically defined as financial performance data that represents an increase in economic benefits during the reporting period in the form of cash inflows, asset increases, liability decreases, or equity increases that do not result from investor contributions (IAI, 2021) or production of goods, the provision of services, or other profit-generating activities that constitute the primary or core operations of a company and are sustained over time are referred to as revenue (Weygandt & Kieso, 2015).

Related to revenue recognition has been regulated in PSAK 72 through a five-step model, namely: (1) identify the contract; (2) identify the performance obligations; (3) determine the transaction price; (4) allocate the transaction price to the performance obligations; and (5) recognize revenue when the entity fulfills its performance obligations (Indonesia, 2020).

RESEARCH METHOD

This research is a type of experimental research that tests the difference between MSME income data before and after the implementation of the ambidextrous leadership style. The population in this study is 26 MSMEs who are members of a group of young entrepreneurs in the Bekasi district. Before starting the experiment, the research team provided training sessions to MSME leaders related to the ambidextrous leadership style and its implementation. To be able to conduct a difference test, primary data is required in the form of income reports at the end of the reporting period from each MSME before and after the implementation of the ambidextrous leadership style.

52 pieces of data were processed in total using the SPSS 26 application and a t-test. The use of ambidextrous leadership and higher income were the study's variables. A questionnaire based on seven measuring indicators—organizational diversity, shared vision, exploration, exploitation, radical product innovation, incremental product innovation, and speed to market—is used to assess the application of ambidextrous leadership (Wang & Rafiq, 2014). Furthermore, the questionnaire results will be processed by analyzing Performance, Information, Economics, Control, Efficiency, and Service (PIECES). Analysis is used to assess the performance of a system implementation (Huffman, 1994).

As for conducting a different test on the variable of increasing revenue, the data will be grouped into group A data (before implementation) and group B data (after implementation). The respective data period is a month before and after the implementation of the ambidextrous leadership style in each MSME. The hypotheses formed for this study are:

H₁: There is a difference in revenue before and after the implementation of the ambidextrous leadership style.

RESULTS AND DISCUSSION

Revenue data collected from 26 MSMEs was classified into two groups. Each contains 26 data for a total of 52 data. Group A is revenue data obtained from two weeks before the implementation of the ambidextrous leadership style in each MSME. While Group B data is revenue obtained 2 weeks after the implementation of the ambidextrous leadership style in each of the same MSMEs. Then, in each group, the data is given code 1 for group A and code two for group B.

Table 1. Group statistics

	Group	N	Mean	Std dev.	Std. error
Revenue	Before implement	26	5547280.154	2101999.5368	412236.0252
	After implement	26	7529009.154	2406350.9485	471924.2478

Source: Output result

Table 1 shows that there is an average difference in revenue data before and after the implementation of the ambidextrous leadership style. Each group has the same amount of data, namely 26. Furthermore, to find out whether the difference is significant, it can be seen from Table 2.

Table 2. Independent samples test

Items	f	sig.	t	df	Sig. (2-tailed)	Mean dif.	Std. error dif.
Equal variances assumed	0.957	0.333	-3.163	50	0.003	-1981729.00	626618.7327
Equal variances not assumed			-3.163	49.113	0.003	-1981729.00	626618.7327

Source: Output result

The test results in Table 2 show that based on Levene's test for Equality of variances the significance level of equal variances assumed is $0.333 > 0.05$. This proves that the data used in the two groups are homogeneous. Thus, the results obtained show a significance relationship of similar data variants. Furthermore, the significance table (2-tailed) shows equal variances assumed of $0.003 < 0.05$. This data proves that H_a is supported where there is a significant difference before and after the application of the ambidextrous leadership style on the revenue generated.

The implementation of an ambidextrous leadership system allows a leader to be exploitative in the sense that the leader can provide positive pressure for employees to maintain and even increase sales targets from the reference data that has been achieved so far. Amid considerable competition for MSMEs, this positive pressure, if combined with a responsive attitude from leaders in product innovation, can maximally increase business revenue (Wang & Rafiq, 2014). Furthermore, with sudden product innovations in the short term as well as increased targets to meet market demand, employees must be able to work together faster and more agile. The limited number of employees owned by MSMEs is not always a barrier to this challenge.

Ambidextrous leaders are able to motivate employees to have more innovative performance to meet these market targets (Riga Pratiwi & Salendu, 2021).

The business unit's successful performance is what led to the rise in business revenue. The ability of leaders to optimize the performance of every individual inside their organization is crucial to the overall performance of the business unit. Not every MSMEs uses a leadership system with a particular approach. Following the training, the PIECES approach can be used to examine the outcomes of applying this leadership style. The identification of responses to questionnaires given to staff members of 26 MSMEs whose leaders have taken part in ambidextrous leadership training is how this analysis is done. After the leaders of each MSME adopted the leadership style in one operational cycle, the representatives of three employees from each company received the surveys. The total quantity of respondents who participated in filling out was 76 people. The form of the questionnaire is a closed question measured using a Likert scale of 1 to 5, where (1) indicates strongly disagree; (2) disagree; (3) undecided; (4) agree and (5) strongly agree for each question asked.

Performance

The performance of ambidextrous leaders can be seen from the level of exploitation applied in their business organization. The focus of the exploitation output is to increase the utility of the previous investment of the business unit through several activities such as continuous improvement, benchmarking, and business process re-engineering. (Saputra, 2021) Measurement of the level of performance of the leadership is carried out by analyzing the answers to the questionnaire, namely *"Business leaders have succeeded in maximizing the application of existing work systems through continuous improvement, benchmarking, and business process re-engineering so that they can maintain and even increase the average weekly revenue."* From the answers of 76 respondents, the results are as shown in Figure 1.

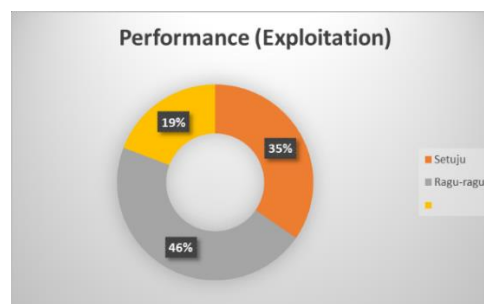


Figure 1. Performance result

A total of 19% of respondents strongly agreed that after attending the training, their leaders were able to show an exploitative attitude that had an impact on increasing revenue. This was followed by another 35% of respondents agreeing with the statement that there are forms of activities such as continual improvement, benchmarking, and business process re-engineering implemented by their leaders that can have an impact on increasing revenue.

However, the majority, or 46% of respondents still doubt that the successful implementation of this exploitative attitude can increase revenue. A significant change in the sales target set in a relatively short period can lead to objective bias in the work environment so that it is not able to ensure the significance of increasing business revenue. Although the implementation of exploitation methods by ambidextrous leaders can ensure short-term sustainability for the business, excessive focus on the implementation of exploitation has the potential to cause a capability trap so that it is unable to respond well to changes that occur (Saputra, 2021).

Information

To implement an ambidextrous leadership style, it is necessary to evaluate the accuracy and relevance of information from the leadership to each part of the organization. Every business unit must have a vision to aim for, which can be realized by the implementation of strategies to achieve the goals of each unit to accurately achieve the main vision of the business unit. Based on this premise, a shared vision activity is needed that can reflect the spirit of togetherness of various norms in different divisions in a disciplined manner (Wang & Rafiq, 2014).

For this indicator, the statement formed in the questionnaire was developed from the shared vision element, namely "*Business leaders can specify the vision of the business unit for each work unit, especially to meet sales targets*". The results of questionnaire entries from 76 respondents can be seen in Figure 2 below.

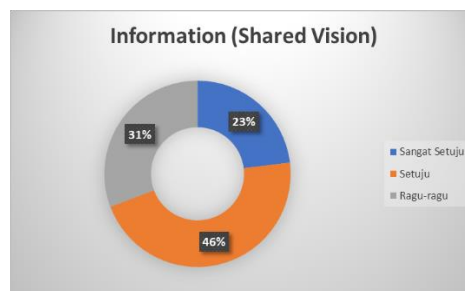


Figure 2. Information result

A total of 23% of respondents said they strongly agreed and another 46% said they agreed with the statement that there are leadership activities that can specify the vision for each achievement in different divisions. This proves that the majority of employees get clear information regarding the detailed strategies that need to be implemented in each division that be able to harmoniously achieve their revenue increase targets. Employees are also able to clearly understand the future targets communicated by leaders through their involvement in mapping the direction of business targets (Wang & Rafiq, 2014).

However, there is still 31% doubt from employees towards their ambidextrous leaders related to this shared vision. Although there is an increase in business revenue, this is not fully believed to be a direct impact on the alignment of the understanding of the vision internalized in each division. This is because even though employees of different divisions are in the same business culture in an organization, still as individuals have different perceptions and views on the details of the vision conveyed by the leadership (Riga Pratiwi & Salendu, 2021). Therefore, it is difficult for them to respond together that the increase in revenue is a form of success in achieving targets in general.

Economics

The implementation of the ambidextrous leadership system also needs to be evaluated from an economic perspective. Economic indicators consider the results of evaluations related to the availability of resources that can become a profit-generating medium for organizations that implement the system. In this case, economic indicators adapt elements of radical product innovation and incremental product innovation. There are two statements in the questionnaire, namely: (i) "*After participating in the mentoring, work leaders have at least planned or significantly innovated existing products*"; and (ii) "*After participating in the mentoring, the leaders at least made plans or made additions to the types of new products to be sold*". The results are shown in Figure 3 below.



Figure 3. Economic result

A total of 46% of respondents strongly agreed and another 54% agreed that their leaders had successfully implemented product innovation after participating in mentoring related to the application of the ambidextrous leadership style. Furthermore, the results of the assistance provided have also succeeded in making 69% of respondents agree that their leaders have made decisions to add new types of products to sell. Through this indicator, the application of the ambidextrous leadership system is considered capable of being a means to improve the economic condition of the business. The initiation to innovate existing products and the decision to add new products can open up opportunities for growth in revenue sources, which is an effective method to improve the economic performance of the business (Song et al., 2020; Wang et al., 2021).

However, there were still doubts from 12% of respondents regarding the decision to add new types of products from the leadership after the mentoring. This is because some are still plans that have not been executed. Some MSMEs have limited technology to be able to realize the plan to add new products. For MSMEs, technology plays an important role in encouraging product innovation (Surya et al., 2021).

Control

It is common in every business organization to find diversity, whether in mindset, perception, or work culture. This of course needs to be controlled appropriately to ensure the creation of a conducive and harmonious work environment. Diversity in business organizations is not a negative thing if it can be controlled properly in a leadership system. Ambidextrous leaders are reflected through their ability to process organizational diversity into potential. Therefore, this control indicator in the questionnaire is stated as follows "*Leaders always appreciate the diversity contained in the business unit, including implementing policies on this matter*". The results of the questionnaire entries on this control indicator are shown in Figure 4.

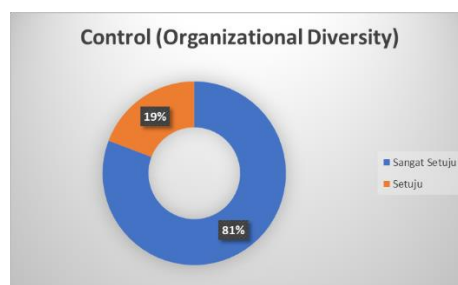


Figure 4. Control result

As many as 81% of respondents agree with the rules established by their leaders related to organizational diversity. This written regulation can be a tool to control the diversity that appears in the work environment. The existence of diversity in the organization will be a good

asset for leaders to implement exploitation and exploration strategies so that leaders who implement an ambidextrous system will be able to improve business performance (Wang & Rafiq, 2014).

Efficiency

To achieve timely, fast, and satisfactory work results, business leaders must be able to ensure that all work is done efficiently. The level of efficiency will vary from one business unit to another. This is due to the circulation of different products in the market for each business unit. To measure the efficiency of the level of application of this ambidextrous leadership system, it can be seen how much impact it has on the circulation of products formed in the market based on the targets set by the leadership. This indicator is stated in the questionnaire through the statement: *"Leaders always ensure the level of speed of rotation of goods sold in the market by conducting periodic evaluations on sales results"*.

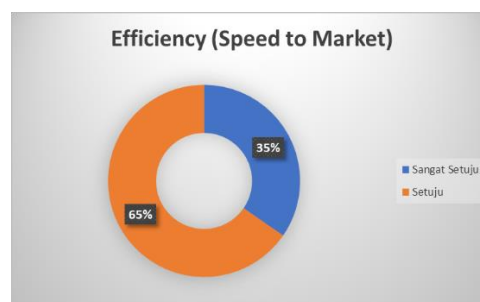


Figure 5. Efficiency result

A total of 65% of respondents agreed with the periodic evaluation of the achievement of targets set by the leadership. Through periodic evaluation, the impact of target setting on product circulation in the market can be seen. The speed of product turnover in the market shows a signal that the product innovations made can be accepted. Thus, product innovation can support the acceleration of increased revenue for MSMEs. This is an advantage for business units that can be capitalized to gain an advantage in market competition (Wang & Rafiq, 2014).

Service

The last indicator to evaluate the results of implementing an ambidextrous leadership system is service. As a continuation of the exploitation of employees, leaders also need to explore the potential of all resources owned by MSMEs to encourage the achievement of sales targets. In the questionnaire, the statement formed is *"Leaders actively make efforts for improvement on every line, including and not limited to facilitating employees to develop an innovative work culture in achieving sales targets"*. The results of the filling by respondents can be seen in Figure 6 below.

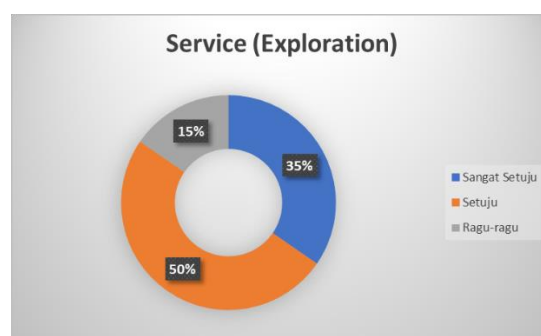


Figure 6. Service result

Of the 76 respondents, half agreed that ambidextrous leaders' exploration by facilitating employees to foster an innovative work culture could increase business revenue. Exploitatively, ambidextrous leaders can exert quite high pressure related to relatively high revenue targets. Visibly, this target seems difficult to achieve with the limited resources owned by MSMEs. However, by implementing an explorative situation, ambidextrous leaders are slowly able to foster innovative employee work patterns. Employees are given the freedom to explore work methods that can result in target achievement (Abbas & Raja, 2015).

However, there are still several respondents who are skeptical about this. 15% of respondents still doubt that the services provided through employee work innovation do not fully have a positive impact on improving business performance. The persistence of exploration in areas that are consistent at a certain level will instead show a change in the wrong direction from the company's original goals (Shibata et al., 2022).

CONCLUSION

Based on the experimental tests conducted, it is proven that the implementation of the ambidextrous leadership system can provide a significant increase in MSME revenue generation. Furthermore, related to the evaluation results of the ambidextrous leadership system through PIECES analysis, shows that this leadership system can be applied by MSMEs to support the acceleration of achieving business revenue targets.

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APPENDIX

Kuisiometer Ambidextrous Leadership – Mitra UMKM

Biodata Responden

Jenis Usaha :

Nama Pimpinan :

Lama Operasional Usaha :

Kuisiometer ini menggunakan pengukuran skala likert dengan ketentuan berikut:

1 Sangat Tidak Setuju

2 Tidak Setuju

3 Netral

4 Setuju

5 Sangat Setuju

Performance (Exploitation)

1. Pimpinan usaha sudah berhasil memaksimalkan penerapan sistem kerja yang ada melalui continuous improvement, benchmarking dan business process re-engineering sehingga bisa mempertahankan bahkan meningkatkan rata-rata revenue mingguan

1 2 3 4 5

Information (Shared Vision)

2. Pimpinan usaha mampu menspesifikasi visi unit usaha untuk setiap unit kerja, khususnya untuk memenuhi target penjualan

1 2 3 4 5

Economic (radical Product Innovation)

3. Setelah mengikuti pendampingan, pimpinan kerja setidaknya telah merencanakan atau melakukan inovasi produk existing secara signifikan

1 2 3 4 5

Economic (Incremental Innovation Product)

4. Setelah mengikuti pendampingan, pimpinan setidaknya membuat rencana atau melakukan penambahan jenis produk baru untuk dijual

1 2 3 4 5

Control (Organizational Diversity)

5. Pimpinan selalu menghargai keberagaman yang terdapat dalam unit usaha, termasuk menerapkan kebijakan atas hal tersebut

1 2 3 4 5

Efficiency (Speed to Market)

6. Pimpinan selalu memastikan tingkat kecepatan perputaran barang terjual di pasar dengan melakukan evaluasi berkala pada hasil penjualan

1 2 3 4 5

Service (Exploration)

7. Pimpinan secara aktif melakukan upaya untuk improvement pada setiap lini, termasuk dan tidak terbatas pada memfasilitasi karyawan untuk mengembangkan budaya kerja inovatif dalam mencapai target | penjualan

1 2 3 4 5