

REFERENSI

- Adler, P.S., Goldoftas, B. and Levine, D. (1999). Flexibility versus efficiency? A case study of model changeovers in the Toyota production system. *Organization Science*, 10(43), 43–68.
- Alcalde-Heras, H., Iturrioz-Landart, C., & Aragon-Amonarriz, C. (2019). SME ambidexterity during economic recessions: the role of managerial external capabilities. *Management Decision*, 57(1), 21–40.
- Andriopoulos, C. and Lewis, M. . (2009). Exploitation-exploration tensions and organizational ambidexterity: managing paradoxes of innovation. *Organization Science*, 20(4), 696–717.
- Ardichvili, A., Cardozo, R., & Ray, S. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, Vol. 18, 105–123.
- Arikunto, S. (2010). *Prosedur Penelitian Suatu pendekatan Praktek*. Jakarta: Rineka Cipta.
- Assink, M. (2006). Inhibitors of disruptive innovation capability: a conceptual model. *European Journal of Innovation Management*, 9(2), 215–233.
- Atuahene-Gima, K. (2005). Resolving the capability-rigidity paradox in new product innovation. *Journal of Marketing*, 69(4), 61–83.
- Auh, S. and Menguc, B. (2005). Balancing exploration and exploitation: the moderating role of competitive intensity. *Journal of Business Research*, Vol. 58(No.12), 1652–1661.
- Baker, J., Parasuraman, A., Grewal, D., & Voss, G. B. (2002). The influence of multiple store environment cues on perceived merchandise value and patronage intentions. *Journal of Marketing*, 66(2), 120–141.
- Baykal, E. (2019). Family Firms and the Effects of Organizational Culture on Their Innovation. In E. Carvalho, Joao Conrado de Amorim & Sabino & M.C.B. (Eds.), *Strategy and Superior Performance of Micro and Small Businesses in Volatile Economies* (pp. 207–226).
- Benner, M. J., & Tushman, M. L. (2003). Exploitation, exploration, and process management: The productivity dilemma revisited. *Academy of Management Review*, 28(2), 238–256.
- Benner, M.J. and Tushman, M. . (2003). Exploitation, exploration, and process management: the productivity dilemma revisited. *Academy of Management Review*, 28(2), 238–256.

- Bogdan, R. dan T. (1992). *Pengantar Metode Penelitian Kualitatif* (A. Ruchan, ed.). Surabaya: Usaha Nasional.
- Boumgarden, P., Nickerson, J., & Zenger, T. R. (2012). Boumgarden, P., Nickerson, J., & Zenger, T. R. (2012). Sailing into the wind: Exploring the relationships among ambidexterity, vacillation, and organizational performance. *Strategic Management Journal*, 33(6), 587–610.
- Brady, T., & Davies, A. (2004). Building project capabilities: From exploratory to exploitative learning. *Organization Studies*, 25(9), 1601–1621.
<https://doi.org/10.1177/0170840604048002>
- Brion, S., Mothe, C., & Sabatier, M. (2010). The impact of organisational context and competences on innovation ambidexterity. *International Journal of Innovation Management*, 14(02), 151–178.
- Brown, S.L., and K. M. E. (1997). The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations. *Administrative Science Quarterly*, 42(1), 1–34.
- Brown, S.L. and Eisenhardt, K. . (1995). Product development: past research, present findings, and future directions. *Academy of Management Review*, 20(2), 343–378.
- Carmeli, A. and Halevi, M. . (2009). How top management team behavioral integration and behavioral complexity enable organizational ambidexterity: the moderating role of contextual ambidexterity. *The Leadership Quarterly*, 20(2), 207–218.
- Chang, Y.C., Yang, P.Y. and Chen, M. H. (2009). The determinants of academic research commercial performance: towards an organizational ambidexterity perspective. *Research Policy*, 38(6), 936–946.
- CNBC Indonesia. (2019). *Gairah Decacorn Asia*. Retrieved from <https://www.youtube.com/watch?v=Qi-JwvEy1UM>
- DeVellis, R. F. (2016). *Scale development: Theory and applications (Vol.26)*. Sage publications.
- Devins, G., & Kähr, C. N. (2010). Structuring ambidextrous organizations: Exploitation and exploration as a key for long-term success. In *In More than bricks in the wall: Organizational perspectives for sustainable success* (pp. 60–67). Gabler.
- Dewar, R. D., Whetten, D. A., & Boje, D. (1980). An examination of the reliability and validity of the Aiken and Hage scales of centralization, formalization, and task routineness. *Administrative Science Quarterly*, 25(1), 120–128.

- Djamal. (2017). *Paradigma Penelitian Kualitatif*. Yogyakarta: Mitra Pustaka.
- Duncan, R. (1976). The ambidextrous organization: Designing dual structures for innovation. R. Kilman, L. Pondy, D. Slevin, Eds. *The Management of Organizational Design*, 1.
- Dyer, J. and Singh, H. (1998). The relational view: cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660–679.
- Ebben, J.J. and Johnson, A. C. (2005). Efficiency, flexibility, or both? Evidence linking strategy to performance in small firms. *Strategic Management Journal*, 26(13), 1249–1259.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532–550.
- Emzir. (2012). *Metode penelitian pendidikan kuantitatif dan kualitatif*. Bandung: Rajagrafindo Persada.
- Geerts, A., Blindenbach-Driessen, F., & Gemmel, P. (2010). Achieving a balance between exploration and exploitation in service firms: A longitudinal study. *Academy of Management Proceedings*, 2010(1), 1–6.
- Gersick, C. J. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, 31(1), 9–41.
- Ghoshal, S., & Bartlett, C. A. (1994). Linking organizational context and managerial action: The dimensions of quality of management. *Strategic Management Journal*, 52(S2), 91–112.
- Gibson, C.B. and Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *Academy of Management Journal*, 47(2), 209–226.
- Gibson, J. B. & C. (2004). Building Ambidexterity into an Organization. *MIT Sloan Management Review*, 45(4), 47–55.
- Goldstein, S. G. (1985). Organizational dualism and quality circles. *Academy of Management Review*, 10(3), 504–517.
- Greenhalgh, T., & Taylor, R. (1997). How to read a paper: Papers that go beyond numbers (qualitative research). *BMj*, 315(7110), 740–743.
- Gupta, A.K., Smith, K.G. and Shalley, C. . (1999). The interplay between exploration and exploitation. *Academy of Management Journal*, 25(5), 335–350.
- Gupta, A.K., Smith, K.G. and Shalley, C. . (2006). The interplay between exploration and exploitation. *Academy of Management*

Journal, 49(4), 693–706.

- Güttel, W. H., & Konlechner, S. W. (2009). Continuously hanging by a thread: Managing contextually ambidextrous organizations. *Schmalenbach Business Review*, 61(2), 150–172.
- Hage, J., & Aiken, M. (1970). *Social change in complex organizations (Vol.41)*. Random House Trade.
- Harry, M. and Schroeder, R. (2000). *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations*.
- He, Z. and Wong, P. (2004). Exploration vs. exploitation: an empirical test of the ambidexterity hypothesis. *Organization Science*, 15(4), 481–494.
- Hidenori, S. A. T. O. (2016). Generalization Is Everything, or Is It?: Effectiveness of Case Study Research for Theory Construction. *Annals of Business Administrative Science*, 15(1).
- Holmqvist, M. (2004). Experiential learning processes of exploitation and exploration within and between organizations: An empirical study of product development. *Organization Science*, 15(1), 70–81.
- Ireland, D. and Webb, J. . (2007). Strategic entrepreneurship: creating competitive advantage through streams of innovation". *Business Horizons*, 50(1), 49–59.
- James, S. P. (1980). *Participant Observation*. Florida: Holt, Rinehart and Winston.
- Jansen, J. J., Tempelaar, M. P., Van den Bosch, F. A., & Volberda, H. W. (2009). Structural differentiation and ambidexterity: The mediating role of integration mechanisms. *Organization Science*, 20(4), 797–811.
- Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2005). Exploratory innovation, exploitative innovation, and ambidexterity: The impact of environmental and organizational antecedents. *Schmalenbach Business Review*, 57(4), 351–363.
- Jansen, J.J.P., George, G., van den Bosch, F.A.J. and Volberda, H. . (2008). Senior team attributes and organizational ambidexterity: the moderating role of transformational leadership. *Journal of Management Studies*, 45(5), 982–1007.
- Jansen, J.J.P., van den Bosch, F.A.J. and Volberda, H. . (2006). Explorative innovation, exploitative innovation, and performance: effects of organizational antecedents and environmental moderators. *Management Science*, 52(11), 1661–1674.
- Jaworski, B.J. and Kohli, A. K. (1993). Market orientation: antecedents, and consequences. *Journal of Marketing*, 23(4), 53–70.

- Junni, P., Sarala, R.M., Taras, V. and Tarba, S. . (2013). Organizational ambidexterity: a metaanalysis. *Academy of Management Perspectives*, 27(4), 299–312.
- K, Y. R. (2015). *Studi Kasus : Desain & Metode*. Jakarta: PT Raja Grafindo Persada.
- Kahneman, D., & Tversky, A. (1973). On the psychology of prediction. *Psychological Review*, 80(4), 237.
- Kalgoras, B., Van Toorn, C. and Conboy, K. (2014). Transcending the barriers to ambidexterity: an exploratory study of Australian CIOs. *The Proceedings of the European Conference on Information Systems (ECIS)*, 9–11 June.
- Kasali, R. (2017). *Disruption*. Jakarta: PT Gramedia Pustaka Utama.
- Kasali, R. (2018). *The Great Shifting Series On Disruption* (A. Tarigan, ed.). Jakarta: PT Gramedia Pustaka Utama.
- Kauppila, O. P. (2010). Creating ambidexterity by integrating and balancing structurally separate interorganizational partnerships. *Strategic Organization*, 32(1), 11–22.
- Khairul Ikhsan, Ranga Almahendra, T. B. (2017). Contextual Ambidexterity in SMEs In Indonesia: A Study on How It Mediates Organizational Culture And Firm Performance And How Market Dynamism Influences Its Role On Firm Performance. *International Journal of Business and Society*, 18(369–390).
- Kortmann, S., Gelhard, C., Zimmermann, C. and Piller, F. T. (2014). Linking strategic flexibility and operational efficiency: the mediating role of ambidextrous operational capabilities. *Journal of Operations Management*, 32(7), 475–490.
- Kozakowska-Kedzierska, M. (2018). The Concept of Organizational Ambidexterity As An Example of Paradoxical Strategy. In D. S. A. Tomasz Studzieniecki, Melita Kozina (Ed.), *Economic and Social Development: Book of Proceedings* (pp. 241–249).
- Kusumastuti, R. (2018). Understanding Social Capital that Leads to Strategic Ambidexterity Praticice in Family Firm Business. *Journal of Engineering and Applied Sciences*, 13(6), 5317–5321.
- Kyriakopoulos, K. and Moorman, C. (2004). Tradeoffs in marketing exploitation and exploration strategies: the overlooked role of market orientation. *International Journal of Research in Marketing*, 21(3), 219–240.
- Lavie, D., Kang, J. and Rosenkopf, L. (2011). Balance within and across domains: the performance implications of exploration and exploitation in alliances.

Organization Science, 22(6), 1517–1538.

- Lavie, D. and Rosenkopf, L. (2006). Balancing exploration and exploitation in alliance formation. *Academy of Management Journal*, 49(4), 797–818.
- Lettl, C., Herstatt, C. and Gemuenden, H. G. (2006). Users' contributions to radical innovation: evidence from four cases in the field of medical equipment technology. *R&D Management*, 36(3), 251–272.
- Lubatkin, M.H., Simsek, Z., Ling, Y. and Veiga, J. . (2006a). Ambidexterity and performance in small-to medium sized firms: the pivotal role of top management team behavioral integration. *Journal of Management*, 32(5), 646–672.
- Lubatkin, M.H., Simsek, Z., Ling, Y. and Veiga, J. . (2006b). Ambidexterity and performance in small-to medium sized firms: the pivotal role of top management team behavioral integration. *Journal of Management*, 32(5), 646–672.
- March, J. . (1991). Exploration And Exploitation In Organizational Learning. *Organization Science*, 2(October), 71–87. <https://doi.org/10.1287/orsc.2.1.71>
- McCarthy, I. P., & Gordon, B. R. (2011). Achieving contextual ambidexterity in R&D organizations: a management control system approach. *R&D Management*, 41(3), 240–258.
- Miles, M., & Huberman, A. M. (1984). *Qualitative data analysis*. Beverly Hill: CA: Sage Publcatlon.
- Moleong, L. (2002). *Metodologi Penelitian Kualitatif*. Bandung: PT. remaja Rosdakarya.
- Nicholas, J., Ledwith, A. and Bessant, J. (2013). Reframing the search space for radical innovation. *Research Technology Management, March–Apri*.
- Nisbett, R., & Ross, L. (1980). *Human inference: Strategies and shortcomings of social judgment*. Englewood Cliff, NJ: Prentice-Hal.
- O'Reilly, C.A. III, and M. L. T. (2004). The ambidextrous organization. *Harvard Business Review*, 82(4), 74.
- O'Reilly III, C. A., & Tushman, M. L. (2011). Organizational ambidexterity in action: How managers explore and exploit. *California Management Review*, 53(4), 5–22.
- Papachroni, A., Heracleous, L., & Paroutis, S. (2016). In pursuit of ambidexterity: Managerial reactions to innovation–efficiency tensions. *Human Relations*, 69(9), 1791–1822.
- Pettigrew, A. M. (1990). Longitudinal field research on change: Theory and

- practice. *Organization Science*, 1(3), 267–292.
- Poerwandari, E. K. (1998). *Pendekatan Kualitatif Dalam penelitian Psikologi*. Jakarta: Lembaga Pengembangn Sarana Pengukuran dan Pendidikan Psikologi (LPSP3) Fakultas Psikologi Universitas Indonesia.
- Pope, C., & Mays, N. (1995). Qualitative research: reaching the parts other methods cannot reach: an introduction to qualitative methods in health and health services research. *Bmj*, 311(6996), 42–45.
- Priyono, A. (2019). *Adaptabilitas, Inovasi, dan Internasionalisasi Berbasis Kapabilitas Dinamis: Fokus pada UKM industri kreatif* (Edisi 1). Yogyakarta: Ekonisia.
- Raisch, S. and Birkinshaw, J. (2008). Organizational ambidexterity: antecedents, outcomes, and moderators. *Journal of Management*, 34(3), 375–409.
- Retno Kusumastuti, Azhar Kasim, S. H. (2018). Strategic Ambidexterity Learning of Innovation Activities: A Study of Indonesian Business Group Leader. *Policy & Governance Review*, 2(1), 70–84.
- Rodan, S. (2005). Exploration and exploitation revisited: extending March’s model of mutual learning. *Scandinavian Journal of Managemen*, 21(4), 407–428.
- Rothaermel, F.T. and Deeds, D. L. (2004). Exploration and exploitation alliances in biotechnology. *Strategic Management Journal*, 25(3), 201–221.
- Sarkees, M. and Hulland, J. (2009). Innovation and efficiency: it is possible to have it all. *Business Horizons*, 52(1), 45–55.
- Sato, H. (2016). Generalization Is Everything, or Is It?: Effectiveness of Case Study Research for Theory Construction. *Annals of Business Administrative Science*, 15(49–58).
- Senaratne, C., & Wang, C. L. (2018). Organisational ambidexterity in UK high-tech SMEs: An exploratory study of key drivers and barriers. *Journal of Small Business and Enterprise Development*, 25(6), 1025–1050.
- Sfirtsis, T. and Moenaert, R. (2010). Managing the interaction of exploration and exploitation: ambidexterity as a high order dynamic capability”, in Sanchez, R., Heene, A. and Zimmermann, T.E. (Eds), A Focused Issue on Identifying, Building, and Linking Competences. *Research in Competence-Based Management*, 5, 35–57.
- Sheremata, W. (2000). Centrifugal and centripetal forces in radical new product development under time pressure. *Academy of Management Review*, 25(2), 389–408.
- Siggelkow, N., & Levinthal, D. A. (2003). Temporarily divide to conquer:

- Centralized, decentralized, and reintegrated organizational approaches to exploration and adaptation. *Organization Science*, 14(6), 650–669.
- Simsek, Z., Heavey, C., Veiga, J.F. and Souder, D. (2009). A typology for aligning organizational ambidexterity's conceptualizations, antecedents, and outcomes. *Journal of Management Studies*, 46(5), 864–894.
- Simsek, Z. (2009). Organizational Ambidexterity: Towards a Multilevel Understanding. *Journal of Management Studies*, 46(4), 597–624.
- Sorensen, J.B. and Stuart, T. . (2000). Aging, obsolescence and organizational innovation. *Administrative Science Quarterly*, 45(1), 81–113.
- Soto-Acosta, P., Popa, S., & Martinez-Conesa, I. (2018). Information technology, knowledge management and environmental dynamism as drivers of innovation ambidexterity: a study in SMEs. *Journal of Knowledge Management*, 22(4), 824–849.
- Startup Ranking. (2019). *Countries*. Retrieved from <https://www.startupranking.com/countries>
- Taylor, A. and Helfat, C. E. (2009). Organizational linkages for surviving technological change: complementary assets, middle management, and ambidexterity. *Organization Science*, 20(4), 718–739.
- Techinasia. (2015). Apa Itu bisnis Startup? Dan Bagaimana Perkembangannya? Retrieved July 6, 2019, from Techinasia website: <https://id.techinasia.com/talk/apa-itu-bisnis-startup-dan-bagaimana-perkembangannya>
- Terziovski, M. (2010). Innovation practice and its performance implications in small and medium enterprises (SMEs) in the manufacturing sector: a resource-based view. *Strategic Management Journal*, 31(8), 892–902.
- Tushman, M.L. and O'Reilly, C. . (1996). The ambidextrous organizations: managing evolutionary and revolutionary change. *California Management Review*, 38(4), 8–30.
- UNIDO. (2013). Industrial development report 2013: sustaining employment growth: the role of manufacturing and structural change. Retrieved July 28, 2019, from www.unido.org/sites/default/files/2013-12/UNIDO_IDR_2013_main_report_0.pdf
- Volberda, H. W. (1996). Toward the flexible form: How to remain vital in hypercompetitive environments. *Organization Science*, 7(4), 359–374.
- Voss, G.B. and Voss, Z. . (2013). Strategic ambidexterity in small and medium-sized enterprises: implementing exploration and exploitation in product and market domains. *Organization Science*, 24(5), 1459–1477.

- Wang, C.L. and Rafiq, M. (2014). Ambidextrous organizational culture, contextual ambidexterity and new product innovation: a comparative study of UK and Chinese high- tech firms. *British Journal of Management*, 25(1), 58–76.
- Wei, Z., Yi, Y. and Guo, H. (2014). Organizational learning ambidexterity, strategic flexibility, and new product development. *Journal of Product Innovation Management*, 31(4), 832–847.
- Wikipedia. (2019). Perusahaan Rintisan. Retrieved July 6, 2019, from https://id.wikipedia.org/wiki/Perusahaan_rintisan
- Yin, R. K. (1994). *Case Study Research: Design and Methods* (2nd ed.). California: Sage Publications.
- Zahra, S.A. and Bogner, W. . (2000). Technology strategy and software new venture's performance: exploring effect of the competitive environment. *Journal of Business Venturing*, 15(2), 135–173.
- Zahra, S. . (1996). Technology strategy and financial performance: examining the moderating role of the firm's competitive environment. *Journal of Business Venturing*, 11(3), 189–219.
- Zand, D. E. (1974). Collateral organization: A new change strategy. *The Journal of Applied Behavioral Science*, 10(1), 63–89.
- Zi-Lin, H., and W. P.-K. (2004). Exploration vs. exploitation: An empirical test of the ambidexterity hypothesis. *Organization Science*, 15(4), 481–494.