

**ANALYSIS OF AMBIDEXTERITY MANAGEMENT STRATEGY
BETWEEN RATIONALITY AND CREATIVITY
(Case Study 3 SMEs Video Game Studio)**

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Abstract:

The company must be able to manage the exploration and exploitation process well. However, the contradiction between rationality which is an interpretation of exploitation and creativity which is an interpretation of exploration, one of which is in video game companies. This study aims to dig deeper into ambidexterity ways or strategies to manage the contradictions between rationality and creativity in video game studio companies. With a qualitative method using a case study 2 video game SMEs found that the application of exploration and exploitation simultaneously has the potential to cause problems in the company. In the context of game companies in this study, there are several problems that arise, namely waste, conflict between divisions and lack of corporate focus. The solution to the problems that arise from doing exploration and exploitation simultaneously is with contextual and temporal ambidexterity. In small video game studio companies, ambidexterity that is more suitable for use is contextual and temporal ambidexterity. Both ambidexterity leads to the process of building a social and creative climate that is conducive to creativity and can support performance management.

Keywords: ambidexterity, rationality, creativity, exploration, exploitation

A. Introduction

The company must be able to manage the exploration and exploitation process well. The process will produce a good innovation. The process to regulate the course of exploration and exploitation is often called ambidexterity. Ambidexterity is the simultaneous management of exploration and exploitation activities that will make a long-term contribution that allows the logic of repetition and renewal (Tschang, 2007). Kedzierska (2018) states that ambidexterity covers 2 aspects, namely exploration and exploitation.

Exploration focuses on what must be found and is associated with low efficiency, experimentation, flexibility, tolerance for mistakes, high uncertainty and low success rate (Kedzierska, 2018). While exploitation focuses on what the company already has and knows to be able to be associated with concepts such as efficiency, repeatability, stability, reliability, low levels of uncertainty and high levels of success. Companies that use ambidexterity will be able to provide benefits in the form of innovation both in the short and long term. Ambidexterity will be successful if it can be done by all parties (members of the organization) in an organization. This process or culture will later be called an ambidextrous organization. Ambidextrous organization is the development or creation of an organizational climate that encourages creativity with proper management (Ekvall, 1996). Then it can be concluded that the ambidextrous organization is a culture created in an organization to be able to create a climate of creativity that is owned by all members of the organization. The ambidextrous organization will make it easier for all members of the organization to work together, so the RnD department will be very helpful if an organization uses ambidextrous.

The video game industry is very suitable for ambidexterity studies because it includes studios that need to innovate and create new publishing content to meet the needs of players, while at the same time utilizing their knowledge and technology to respond to financial constraints imposed by publishers (Tschang, 2007). This makes the problem of tension in video game studios often occur. The problem of tension often occurs in rationality (organization) and creativity (creative team) which often have different views.

Organizational rationality lies in the results produced by the creative team that is in accordance with what is planned. While the creative team is more valued that the process is the best result for the work they do, because they judge that creativity does not easily arise and cannot be forced. This difference in outlook often results in tension in video game studio companies. Creativity inherent in the creative industries is needed to improve existing products with the help of additional innovations in exploitation activities and to create new products through radical innovations in exploration activities (Brion, Mothe and Sabatier 2008). Rationalization is defined as a primary focus on business interests or productivity-oriented production processes, which usually often sacrifice creativity. Current business and production interests are driving the rationalization of video game production.

This research refers to previous research that supports Ambidexterity in the creative industry, therefore it requires special managerial practices, to overcome the tension between rationalization and creativity that exists in organizations and in creative teams. Previous research conducted by Tushman and O'Reilly (2004), Andriopoulos and Lewis (2009), (Parmentier & Gandia, 2013), Cohendet and Simon (2007), and (Gil and Spiller 2007). This contradiction between rationality and creativity often occurs in video game studio companies. Therefore, researchers want to dig deeper about ways or ambidexterity strategies to manage the contradictions between rationality and creativity in video game studio companies.

B. Literatur Review

Early academic thinking about whether organizations can balance efficient exploitation and value exploration creates point to inherent conflict and the impossibility of a reasonable balance between the two. Ambidexterity organizations inform academic literature on how to deal with conflicts that arise from the double pursuit of exploration / adaptation and exploitation / alignment. Organizational ambidexterity refers to an organization's ability to be aligned and efficient in managing current business demands while simultaneously being adaptive to environmental changes (Raisch & Birkinshaw, 2008).

Various definitions of ambidexterity have shown tensions between exploitation and exploration. Many studies confirm a strong relationship between organizational ambidexterity and various aspects of company

performance such as sales growth (He & Wong, 2004), innovation (Adler et al., 1999) and survival (Hill & Birkinshaw, 2014) as well as overall company performance (Birkinshaw & Gibson, 2004).

March (1991) conceptualizes exploration and exploitation as learning activities, using limited rational simulations, attracting inherent tradeoffs between the two. According to March (1991), exploration refers to aspects of search, variation, risk taking, experimentation, play, flexibility, discovery, innovation. Whereas exploitation refers to things like improvement, choice, production, efficiency, selection, implementation, execution (March, 1991). March argues that maintaining the right balance between exploration and exploitation is a major factor in the survival and prosperity of the system (March, 1991).

Developments in the area of ambidexterity have identified at least three forms in which companies reach a balance between exploration and exploitation: structural (Tushman & O'Reilly, 1996), temporal / centralized balance (Nickerson & Zenger, 2002) and contextual ambidexterity (Gibson & Birkinshaw, 2004) ; McCarthy & Gordon, 2011). The initial emphasis in the area of ambidexterity centered on structural and temporal design solutions that enable organizations to overcome the demands of competitive exploration and exploitation (Adler et al., 1999; Duncan, 1976; Tushman & O'Reilly, 1996).

More specifically, organizational ambiguity is defined as the ability of companies to pursue exploitative (incremental) and explorative (radical) innovation (Tushman & O'Reilly, 2004). On the one hand, exploitation is intended to expand current knowledge, seek efficiency and greater improvement to enable additional innovation (Atuahene-Gima, 2005). On the other hand, exploration involves the development of new knowledge, finding variations and novelty needed for more radical innovations (Atuahene-Gima, 2005).

As suggested by Taylor and Greve (2006), both strategies require a combination of knowledge: the first uses existing knowledge in a way that is well understood (exploitation) and the second increases diverse and dispersed knowledge in new ways (exploration). Likewise, exploitation demands efficiency and convergent thinking to take advantage of current capabilities and expand product innovation on an ongoing basis, while exploration, in contrast, requires search and experimentation efforts to produce new knowledge recombinations (Wadhaw and Kotha, 2006) in finding new business areas (Chebbi et al., 2013).

Ambidexterity remains difficult to achieve, because exploration and exploitation activities are related to two different types of logic. The literature recommends the separation of these activities into organizations (structural ambidexterity) or networks (ambidexterity networks), or even developing specific management methods to manage teams in the same unit, handling both types of activities (temporal and contextual ambidexterity).

Ambidexterity thus requires the management of four types of tensions that run at every level of the organization: long-term adaptability versus short-term survival, openness to every possibility versus constraints, diversity versus coherence, enthusiasm versus discipline (Andriopoulos & Lewis, 2010). Previous research related to this research will try to be studied to be a benchmark and comparison so as to obtain a renewal of previous research. Previous studies related to managing ambidexterity include:

Research conducted by Parmentier and Picq (2016) entitled "Managing Creative Teams in Small Ambiguous Organizations: The Case of Videogames". This research was conducted on 11 video game studio companies in France that research about managing ambidexterity between rationality and creativity regarding exploitation and exploration. The findings are that creativity is very important for the development of ambidexterity because it encourages not only exploration activities but also exploitation activities. Therefore creativity has an important intermediary role by relying on creative climate management to produce divergences and performance management to coalesce towards the ideas that are most useful in accordance with the objectives. In addition the role of company leaders plays a key role between exploitation and exploration activities, but the application of creative team management can also

foster ambidexterity. Creative management practices are a solution for small companies because of their inability to separate exploration and exploitation activities.

Research conducted by Tschang (2007) entitled "Balancing the Tensions Between Rationalization and Creativity in the Video Games Industry". This research was conducted in the video game industry in the United States, which examined how to balance the intensity between rationality and creativity in the video game industry. This study uses a qualitative approach to guide the development of basic theories at various levels of analysis. The findings in this study indicate that the business and production interests currently encourage the rationalization of video game production. There is an increasingly mature trend, with product design becoming established as a genre, and consumers and publishers want increasingly innovative games. This directs publishers to focus on gaining intellectual property, and publishers and studios alike gradually create innovative sequels. The increasing complexity of the product leads to further rationalization in its development. However, the need to satisfy growing consumer tastes and the tendency of game developers to be creative also creates tension with this rational power.

Research conducted by Cohendet and Simon (2007) on "Playing Across the Playground: Paradoxes of Knowledge Creation in the Videogame Firm". This research was conducted in one of the largest video game studios in the world, located in Montreal, Canada. This journal which examines how to manage creativity and expression of artistic values, on the other hand while being able to meet the economic constraints of mass entertainment. This research uses a case study approach. The findings in this study indicate that the company is seen as a community rather than an individual, like a community that has the same direction and goals. Creativity can be developed if there is no coercion. Managers must be able to provide a good understanding of the importance of creativity in video game studio companies. In addition managers must also be able to integrate this creativity in all members of the existing organization. The power of integration proposed by companies is not only to utilize creative units: they also produce creative leeway for further expansion of creativity (Wiley & Sons, 2007).

Research conducted by Priyono et al. (2019), entitled "Managing ambiguity in internationalisation of SMEs from an emerging country: A dynamic capability perspective" The design of a dual case study study was used to explore ambidexterity in two SMEs. This research uses an inductive approach. This study shows that SME managers must consider the availability of resources and the characteristics of international customers served before devising strategies to manage ambidexterity. This study contributes to the limited empirical evidence about how SMEs manage ambidexterity in international markets.

In other studies ambidexterity can be categorized into 2 namely contextual ambidexterity and strategic ambidexterity. In the study, organizational ambition has a significant impact on the size of entrepreneurial performance and the achievement of the strategic objectives of SMEs. The impact on business performance measures is statistically significant, but small. This finding underscores the importance of the ambidextrous approach in the small and medium business sector (Tomljenović & Stilin, 2010).

Research by Almahendra and Budiarto 2017 also uses contextual ambidexterity variables that affect company performance and uses market dynamics as control variables (Almahendra & Budiarto, 2017). The effect of ambidexterity on company performance is also evidenced by research using the variable quality ambidexterity. Along with competitive strategies quality ambidexterity influences company performance (Herzallah, Gutierrez, & Rosas, 2017). Based on the theory described above, a theoretical framework can be formulated whose purpose is to limit this research so that it does not expand without a clear direction. This theoretical framework serves as a reference in finding data in the field so that the data obtained is truly able to contribute to prove and explain and enrich existing theories. However, with the theoretical framework, it is expected that the data to be sought is not actually closed to other information that does have a relationship with the theory under study.

This theoretical framework starts from a dynamic and increasingly competitive business environment. This situation makes the company must continue to develop, one of which is exploration and exploitation. No exception for video game studio companies. Culture of creativity that they always do must be directed to always carry out exploration and exploitation. But this often creates tensions between exploitation and exploration, where companies that depend on publishers prefer to exploit or make game series because of requests from publishers. While studios prefer to explore or create new genres because besides not wanting to depend on publishers, companies also want to develop more.

Therefore companies need exploration and exploitation management so that the tension that occurs between rational thinking organizations and creative teams that have creative thinking can be managed properly. To be able to manage these exploration and exploitation activities, ambidexterity is needed. Ambidexterity in its sense is the ability to manage exploration and exploitation activities. The outputs from this activity are good management, competitive advantage, innovation, firm performance.

C. Methodology

In this research, the case study design that will be used is the type-4 case study design or multi-case or plural case study design. According to Yin (2015), multicase case study research is research that uses more than one case. The use of more than one number of cases in general aims to obtain more detailed data, so that the description of the results of research is more detailed and in-depth. This design is also used to generalize the concepts or theories produced. So that the use of multicases can cover the weaknesses that are found in the use of a single case that is considered not generalizable.

The multicase study research process is carried out equally and produces the results of each research from each subject. Next, the results of each subject are compared to find out the differences and similarities that exist. the comparison process is used to explain the research questions in general and in particular the research objectives.

D. Result

The studio was chosen using criteria for size, game platform and the fact that new games are being developed. The idea is to identify sample representatives from several studios in Yogyakarta. The following are the size criteria for each company that is sampled, namely:

PROFILE OF DEVELOPMENT STUDIO STUDIED				
Studio	Size	Age	Gaming platform	Type
Merapi Tech Studio	5	2	PC, Mobile	Adventure
Gambir Studio	0	1	Mobile	Action, Adventure
Creacle Studio	2	1	PC, Mobile	Action, Adventure, Sport

The next section will explain how they manage their project teams in ambidextrous situations. The following will outline seven management practices that are commonly carried out by creative teams as follows:

							<p>they make to be attractive to consumers. So the two companies are more increasing the level of product publishing.</p> <p>These three companies see that creativity in publishing is done, but not too dominant.</p>
The platform							<p>B & C companies see in terms of rationality and creativity, they do not make the platform a superior strategy because it requires a very high cost.</p>
Technology							<p>A & C companies see that rationally thinking technology will be the key in business development in the video game industry. They will even improve their technology if they get an order that requires them to improve their technology.</p> <p>Creativity at A&C companies is supported by the improvement in the technology they use. So this technology improvement will be able to help simplify and improve employee capabilities.</p>

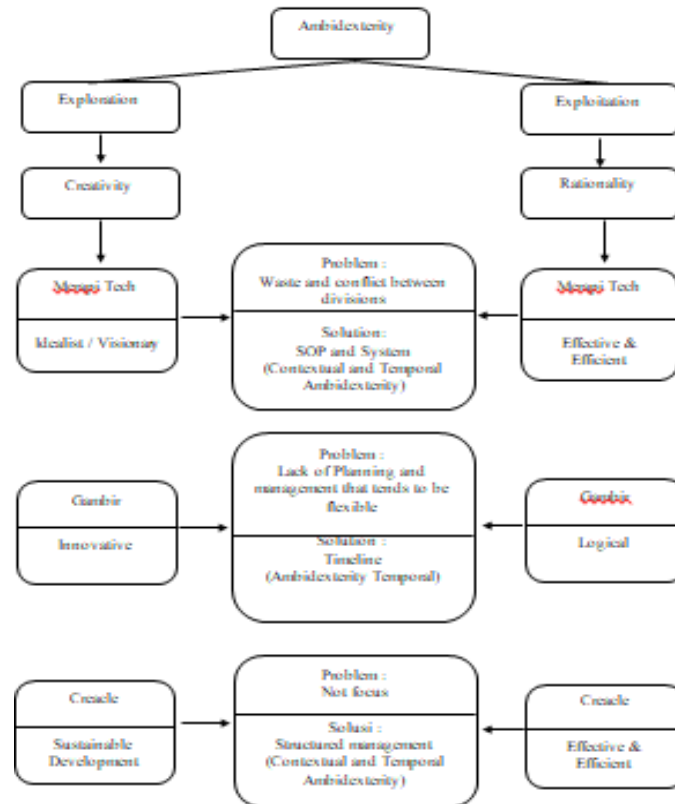
Based on the table, the next step will be compiled core findings to identify dominant patterns that emerge. Table 5.2 below is an overview of the core findings and the dominant pattern of each case.

Core findings and dominant patterns in each case

Core findings and dominant patterns in each case	Rationality			Creativity		
	A	B	C	A	B	C
Product	Low	High	High	High	Medium	Medium
Publishing	High	Medium	High	Medium	Medium	Medium
The Platform	High	Low	Low	Medium	Low	Low
Technology	High	Low	High	Medium	Low	Medium

The results of the case studies obtained in the field contained in the previous chapter show that in this study there are four categories in managing ambidexterity in organizations and creative teams consisting of: Focus on products, focus on publishing, focus on platforms, or focus on technology . After being analyzed and compared in this study, it can be concluded that the way to manage ambiguity between rationality and creativity in organizations and in creative teams in 3 video game studio companies has different ways, each of which follows is a discussion of each method.

The following is the result of a cross-case search for patterns on how to manage ambiguity between rationality and creativity in organizations and creative teams in the video game industry in a case study in 3 UKM Video Game Studio in Yogyakarta. The results of these comparisons will be summarized and presented in the figure below to help the reader understand thoroughly the findings in this study, so that readers are expected to have the same understanding as the researchers.



E. Conclusion

Based on the results of the analysis using the case study method of empirical findings, this research draws the following conclusions:

1. Ambidexterity has two aspects namely exploration and exploitation. Exploration is applied to company activities based on creativity, while exploitation is applied to company activities based on rationality.
2. Concurrent exploration and exploitation applications have the potential to cause problems in the company. In the context of game companies in this study, there are several problems that arise, namely waste, conflict between divisions and lack of company focus.
3. The solution to the problems that arise from the simultaneous exploration and exploitation is by contextual and temporal ambidexterity. In small video game studio companies, ambidexterity that is more suitable for use is contextual and temporal ambidexterity. Both ambidexterity leads to the process of building a social and creative climate that is conducive to creativity and can support performance management.

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