

The Effect of Organizational Learning Capability and Inspirational Leadership to Individual Ambidexterity in Improving Team Performance in Public Sector Organizations

Delyn Puspita Ayuri¹, Yasmine Nasution²

¹ Faculty of Economics and Business, University of Indonesia, Depok, Indonesia. E-mail: delyn.puspita@ui.ac.id

² Faculty of Economics and Business, University of Indonesia, Depok, Indonesia. E-mail: yasmine73@ui.ac.id

ABSTRACT

Public Sector Organizations expect optimal performance in facing the changing environment. The concept of ambidexterity is needed by organizations both profit-oriented and non-profit oriented. Ambidexterity is known as the ability to balance the process of exploration and exploitation. The idea of Individual Ambidexterity has connected the knowledge that explores or exploits for the organization. Organization learning capability is a combined knowledge for individual ambidexterity in the organization. By clicking ability, inspirational leaders play an essential role for the necessary thing for individual ambidexterity. Besides that, all of this will affect team performance. The goals of this study empirically examine the effect of organizational learning capability and inspirational leadership on individual ambidexterity in improving team performance. This study is quantitative research with purposive sampling method and surveyed using an online questionnaire to 76 substances coordinator of Ministry Agrarian and Spatial Planning and use Structural Equation Modelling (SEM) analysis with Partial Least Square (PLS) method to test the hypothesis. The result of this study is all hypotheses are significant or positively affected.

Keywords: *Inspirational Leadership, Organizational Learning Capability, Individual Ambidexterity, Team Performance*

1. INTRODUCTION

Organizations expect optimal performance in facing a changing environment, so organizations must adapt and innovate to survive. Organizations or companies need the concept of ambidexterity. Ambidexterity is known as the ability to balance the process of exploitation and exploration. Even previous research states that the exploration and exploitation process is fundamental for the organization's long-term survival (Gibson and Birkinshaw, 2004; Junni et al., 2013).

Organizations need ambidexterity in changing environments, and individuals within the organization can also adapt themselves to demonstrate their skills and expertise. Organizations and individuals can adapt to the changing environment when the changes happen. Adaptation can be in the form of exploitation or

exploration. In the daily task, individuals do exploration by reaching new knowledge and exploitation by developing the current knowledge. Other previous research showed that organizational ambidexterity depends on the individual's exploration and exploitation, or individual ambidexterity (Birkinshaw & Gupta, 2013; Mom, Fourne and Jansen, 2015; Schnellbacher, Benedikt., et al., 2019).

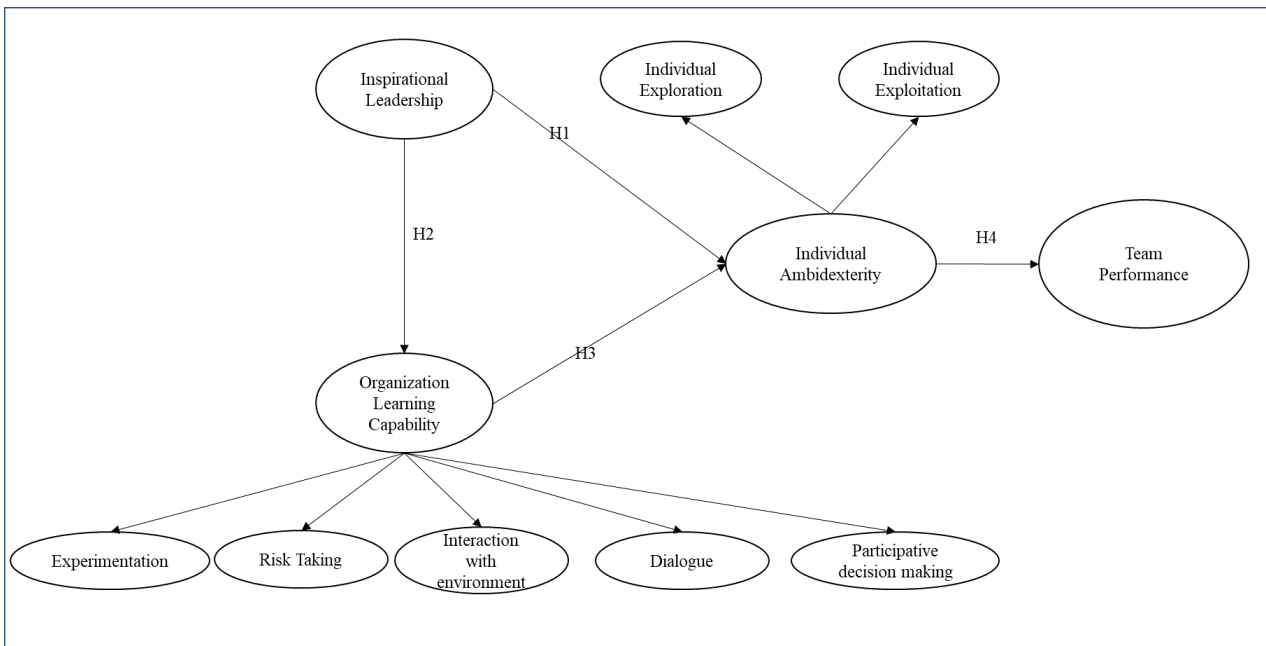
Individual ambidexterity is the key to organizational ambidexterity. Even the topic of individual ambidexterity is rare among many research of ambidexterity, and many researchers still focused on ambidexterity in unit and organization (Turner et al., 2013; Mom et al., 2009; Barile et al., 2012, 2014; Vallina, Andreas Salas, et al., 2018). The concept of individual ambidexterity connects to knowledge in the organization. The organization needs to share knowledge around the staff in each team or unit.

Knowledge is transmitted to the personal level to support the effectiveness and efficiency of teams. Staff challenged themselves to focus on exploitation and dedicated themselves to exploration simultaneously.

Besides that, the role of leaders is an essential thing for individual ambidexterity. It supports them to work more and can contribute to a good organization. Organizations need leaders to maintain and manage until the desired goals are achieved. There are many types of leadership, one of them is inspirational leadership. Inspirational leadership in an organization can give a positive side to employees to be able to go through difficult times and face failure and challenges. So, they can help employees to develop their exploitation and exploration capabilities. This type of leadership is helpful in public organizations. Although public organizations have a bureaucratic structure that is difficult to manage, inspirational leadership can increase learning orientation for employees (Vallina, A.S et al., 2019). We will then see the relationship between individual ambidexterity and organizational performance, Team Performance. In supporting individual ambidexterity, organizational factors and leadership factors can affect individuals. The author set Organizational Learning Capability (OLC) as an organizational factor, and the Leadership factor that affects Individual Ambidexterity is Inspirational Leadership.

generated from exploration and develop knowledge incrementally. So, individual ambidexterity is required to coordinate between employees dedicated to the exploration and focused on exploitation. Public sector organizations are controlled dominantly by political forces, not market forces (Niskanen, 1971). And Bryson et al. (2008) believe public sector organizations, especially government agencies, can function ambidextrously and have the capacity and opportunity to adopt ambidextrous structures and cultures. Before discussing the hypothesis, the author will show the research model of the study. The research model is modified of Schnellbacher, Benedikt & Heidenreich, Sven & Wald, Andreas. (2020) and Salas-Vallina, Andrés, Maria D. Moreno-Luzon, Anna Ferrer-Franco, (2019) with 4 main constructs. This is the basic assumption of this research model that are organizational learning capabilities (OLC), inspirational leadership, individual ambidexterity, and team performance (Figure 1.1). The main hypothesis of this study is to examine the influence of organizational factors, that is, organizational learning capability (OLC) and leadership factors, inspirational leadership on individual ambidexterity, where individual ambidexterity will affect team performance. The following are the hypotheses that will be tested.

Figure 1.1. Research Model



Source: Authors (2021)

1.1. Literature Review and Hypothesis

Ambidexterity is the ability to use both sides equally, which means we have to balance doing many activities. This ability can be owned by individuals or organizations. organization ambidexterity is the ability to align and efficiently the management and adapt to the environment's change at the same time. Individual ambidexterity is needed to connect new knowledge

1.1.1. Inspirational Leadership and Individual Ambidexterity

Leadership is one of the important components in organizations. Tushman dan O'Reilly (1997) stated ambidexterity is fostered by top leaders and is antecedent from individual ambidexterity. Leadership is acting as a

mechanism in balancing exploration and exploitation on an individual level. Inspirational leadership has an effect on individual ambidexterity, but it still needs more attention in research. Inspirational leadership is one of a dimension of transformational leadership that can give an effect significantly on individual ambidexterity. Transformational leadership is defined in four aspects that can affect individual ambidexterity, and they are idealized influence, inspirational motivation, intellectual stimulation, and individual consideration; this can be stated that inspirational is related to ambidexterity because they have enthusiasm and confidence among employees.

Therefore, the relationships that can be predicted are:

H1. Inspirational leadership positively affect Individual Ambidexterity

1.1.2. Inspirational Leadership and Organizational Learning Capability (OLC)

Organizational learning capability (OLC) can be defined as a learning process in an organization, and OLC has positive behaviors. Organizations need the employee to have five dimensions of OLC, and employees also need something that can inspire them to be creative, innovative and improve their own capability. Leonard Borton (1995) knows about the needed the important inspired, it can be inspirational leadership. Inspirational leadership is the key of leadership to supporting the condition by sharing knowledge. As usual, leaders are the people that look for renewal in promoting new learning support contexts. Inspirational leaders relate to emotional sharing to followers, create dialogue, and communicate with each other. Fletcher and Watson (2007) state inspirational leaders are not authoritarian but can collaborate with employees to raise many ideas. Therefore, inspirational leaders can affect the condition that individuals feel facilitate learning. So, the relationships that can be predicted are:

H2. Inspirational leadership positively affect Organization Learning Capability (OLC)

1.1.3. Organizational Learning Capabilities (OLC) and Individual Ambidexterity

Organizational learning capability (OLC) is the organizational and managerial capability in facilitating the learning process in the organization. OLC and individual ambidexterity are different concepts that individual ambidexterity refers to an individual's capability in using existing knowledge and applying the method to explore new ideas. Organizational learning theory is formed in beginning focus to the learning process at individual and organizational levels (Jacob Brix, 2019). OLC has many aspects or dimensions, first OLC refers to experimentation. The experiment is one of

the learning processes before we start to apply it to real conditions. As well as OLC, organizations must go through an experiment process before making a decision. Next, OLC refers to risk-taking. Organizations always have to take risks in any decision. Experimentation and taking risk is the dimension of OLC that relate to exploration activity (Andres Salas, Maria D, and Anna, 2019).

OLC is also defined as interaction in the environment. It means an organization must have relation or network out of organization in getting new knowledge and information. Besides that, organizations also have to open access to the outside of the organization. Another dimension of OLC is dialogue, and it is the main key of the learning process because there is discussion, a work team, and others to explore and exploit the ideas. Besides that, participative decision-making is one dimension too. As usual, employees are supported by leaders to give many ideas. This is to improve the motivation and quality of employees. Leaders will listen and make decisions from those ideas. So, individual exploration and exploitation will be active and useful for the organization.

Based on the above description, the relationships that can be predicted are:

H3. Organizational Learning Capability (OLC) positively affect Individual Ambidexterity

1.1.4. Individual Ambidexterity and Team Performance

We can know the above antecedents can increase the application of knowledge. Individual ambidexterity can develop individuals to enlarge their network to work together in engaging exploration and exploitation activities (B. Schnellbacher et al., 2019). In an organization, leaders and employees can build and utilize their network to reach information to explore and exploit in our unit organization. So, an ambidextrous person can share knowledge that they have to partner with to succeed the team. So, the team can succeed by improving the existing process and identifying the new way to indicate positive team performance. We can assume the relationships that can be predicted are:

H4. Individual ambidexterity have a positive effect on Team Performance

2. RESEARCH METHOD

This study uses quantitative methods and uses a single cross-sectional research design. This study examines four variables and seven dimensions with a total of 36 indicators consisting of 4 indicators of inspirational leadership, 23 indicators of organizational learning capability, six indicators of individual ambidexterity, and three indicators of team performance.

The instrument that used in collecting and measuring data in the form of a questionnaire adapted from previous research and described in operational variables. This research questionnaire uses 6 Likert scales from very strongly disagree to very strongly agree to avoid neutral answers from respondents. A good Likert scale presents Likert items with clear linguistic qualifications for each category.

Table 2.1 Demographic of Research Sample

Characteristic	Respondent	%
Gender		
Men	35	46%
Women	41	54%
Age		
< 30 years old	0	0%
30 - 40 years old	31	41%
> 40 years old	45	59%
Job Duration in Current Position		
< 3 years	1	1%
3 - 5 years	1	1%
> 5 years	74	98%
Education Level		
Bachelor	31	41%
Magister	45	59%
Position Level		
III/C	22	29%
III/D	44	58%
IV/A	10	13%

Source: Author (2021)

The sample of the study is 76 substance coordinators in Ministry Agrarian and Spatial Planning. Data collection is done around October 2021. The sample was categorized by five characteristics (Table 2.1). Data is obtained by distributing questionnaires through the use of Google Forms which are given directly to respondents via direct messages or e-mail by sending a questionnaire link. The data analysis method in this study uses variant-based SEM with the PLS method. Research using SEM with the PLS method can analyze the research model based on data collected from respondents. There are two stages of analysis in SEM using the PLS method: (1) Analysis of the measurement model (outer model), (2) Analysis of the structural model (inner model). Analysis of the measurement model is carried out before the analysis of the structural model because to ensure that the measurement model in each construct has high validity and reliability before proceeding to the analysis of the structural model that involves many constructs. Analysis use SmartPLS 3.0 software.

3. RESULT AND DISCUSSION

The author evaluates the analysis of the hypothesis by using PLS-SEM. Based on SmartPLS 3.0 software, the author got the final result as below:

Table 3.1 Hypothesis test result

Hypothesis	Original Sample	T Statistics	P Values	Status
Inspirational Leadership -> Individual Ambidexterity	0.490	3.448	0.001	Supported
Inspirational Leadership -> OLC	0.723	8.000	0.000	Supported
OLC -> Individual Ambidexterity	0.310	2.081	0.038	Supported
Individual Ambidexterity -> Team Performance	0.530	5.220	0.000	Supported

Source: SmartPLS Output by Author (2021)

Based on the result in the above table (Table 3.1), it can be concluded that all hypotheses are supported each other. The author will describe one by one of these hypothesis results. H1 that is, inspirational leadership positively affects individual ambidexterity is declared accepted or supported by the data. This is proven by having T-statistics is 3.448 or greater than 1.96 and P-value is 0.001. This is also proved for H3 is that OLC positively affects individual ambidexterity by having T-statistics 2.081 that is greater than 1.96, and P-value is 0.038. Based on both hypotheses, both antecedents are proved affected individual ambidexterity in public sector organizations.

Besides that, the author also wants to examine the relationship between inspirational leadership and organizational learning capability. Based on the above result, It is approved relation each other by having T-statistics 8.000 that is greater than 1.96, and P-value is 0.000. This hypothesis has high T-statistics. This is proved that in the organization, the role of inspirational leaders gives an influence in organization learning capability. Organization can improve their learning capability by having support from leaders, especially inspirational leaders.

The last hypothesis is individual ambidexterity positively affects team performance. The author has examined both construct that is proved positively effect or significant by having T-statistics is 5.220 and P-value is 0.000. This study wants to see the effect of individual ambidexterity in a team or unit of organization. Therefore, the author can prove that has significantly on team performance in public sector organizations. So, author can prove all hypothesis from Schnellbacher, Benedikt & Heidenreich, Sven & Wald, Andreas. (2020) and Salas-Vallina, Andrés, Maria D. Moreno-Luzon, Anna Ferrer-Franco, (2019).

4. CONCLUSION AND IMPLICATION

This study aims to examine the effect of individual ambidexterity on team performance of public sector organization in Indonesia and examine the antecedent that supports individual ambidexterity in achieving team performance. The antecedents that affect individual ambidexterity are inspirational leadership and organizational leadership. Organization learning capabilities have five dimensions, and those are experimentation, risk-taking, interaction with the environment, dialogue, and participative decision making. Public sector organization has the capability and leaders to achieve their goals and include non-profit

organization. Public sector organizations, especially government agencies, have strict systems and there is a bureaucracy in it.

Individual ambidexterity is one of rare study in the public sector organization. Individual ambidexterity has two dimensions, they are exploration and exploitation. Author enlarge the knowledge of strategic management in public sector. The ideas of author want to see the capability of organization by having skilled employee that can innovate by exploring and exploiting simultaneously. It also supported by antecedents to help achieving the performance. In this study, antecedent has big role to individual ambidexterity

One of them is inspirational leadership. Tushman dan O'Reilly (1997) have stated that individual ambidexterity is fostered by top leaders. The relationship between inspirational leadership and individual ambidexterity has proved in this study and previous study, although in previous study, the context is in company. But author has proved that is suitable for public sector organization in government agencies.

Other antecedent is organizational learning capability (OLC). This variable consists of many capability that organization must have. Jacob Brix (2019) stated organization learning theory formed by learning process in organization and individual levels. Previous study also proved that OLC can applied in public sector organization as well as this study proved for public sector organization especially government agencies. Organization have unit and team to cooperate each other. Team can achieve their goals by getting support from leaders as well as leaders also develop the capability that team has.

However, the study of individual ambidexterity is considered for public sector organization in Indonesia as well as relationship with team performance. Author enrich the factor that influence individual ambidexterity. Author also enrich organization capability and related with inspirational leadership and individual ambidexterity to improve performance. Therefore, this research has limitations that focus on public sector organization in one government agency and team performance. The author wishes this study is helpful for the following research by adding antecedent and organization performance and encouraging other studies in other government agencies.

AUTHORS' CONTRIBUTIONS

Authors cooperate each other in making research designs and research samples. DPA participated in collecting data and evaluating the data result, and YN reviewed the result of the data.

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ATTACHMENT

Table A.1 Measurement Model Result

Second-order Construct	First-order Construct	Item	Loading (λ)	Sig. (t-value)
Organizational Learning Capability	Experimentation <i>Cronbach's Alpha = 0.899</i> <i>AVE = 0.720</i>	Unit made several innovations to improve work processes	0.889	18.816
		Our unit studies and adopts work practices from organizations in other sectors	0.715	6.986
		The unit always accommodates ideas from external parties for organizational learning	0.914	29.159
		The unit always supports us to provide new ideas	0.937	72.494
	Risk Taking <i>Cronbach's Alpha = 0.901</i> <i>AVE = 0.718</i>	Our unit always supports if we take the initiative in working	0.766	6.737
		The unit encourages us to take risks	0.803	14.484
		The unit often asks us to do new jobs	0.892	30.973
		Unit asks us to be brave in working on new projects	0.903	29.484
		We always ready to accept new projects that have never existed	0.854	18.355
	Interaction with Environment <i>Cronbach's Alpha = 0.828</i> <i>AVE = 0.595</i>	Our unit encourages us to dare in making decisions even though we don't have enough information	0.778	15.038
		Our Unit always collects information from other subdirectories	0.824	15.664
		Our unit adopts a useful information from other subdirectories	0.787	15.478
		We report the information obtained from other subdirectories to the immediate superior	0.727	6.945
		Our unit has systems and procedures to receive and share information with parties outside the organization	0.694	6.565
	Dialogue <i>Cronbach's Alpha = 0.906</i> <i>AVE = 0.726</i>	The unit encourages us to interact with external parties	0.815	9.990
		The unit encourages us to communicate between team members	0.822	14.691
		We always communicate free and open within the team	0.886	28.339
		We always communicate free and open between teams in one unit	0.885	25.070
		The direct leaders facilitates us to free communicate between teams/team members	0.839	23.401
	Participative Decision Making <i>Cronbach's Alpha = 0.908</i> <i>AVE = 0.735</i>	Our team cooperates with other teams	0.826	17.325
Direct leaders ask us to dare in making decisions		0.899	36.108	
Our direct leaders often involve us in making important decisions		0.840	8.603	
Our direct leaders encourage us to actively discuss to learn in expressing opinions		0.916	38.806	
The unit's policies are heavily influenced by our opinion		0.702	7.611	
Individual Ambidexterity	Individual Exploration <i>Cronbach's Alpha = 0.759</i> <i>AVE = 0.591</i>	We feel involved in the decisions made by the unit	0.911	18.852
		We are always looking for new ideas for the work given	0.744	0.811
		We focus on updating service types and work processes	0.877	0.932
		Our work requires adaptability	0.591	0.817
	Individual Exploitation <i>Cronbach's Alpha = 0.693</i> <i>AVE = 0.525</i>	We are always learning new knowledge in the unit	0.831	0.900
		We provide services to the organization with the types of services available	0.733	0.751
		We carry out activities with clear objectives	0.833	0.822
		We work using our current knowledge	0.694	0.670
		We work in accordance with unit's policies / regulations	0.621	0.635