



Performance Measurement System as a Driver Employee Innovation: A Study of the Role of Organizational Ambidexterity and Organizational Structure – A Conceptual Analysis

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Abstract. This study aims to develop a conceptual understanding of the role of the Performance Measurement System as a driver of employee innovation by considering the mediating role of Organizational Ambidexterity and Organizational Structure. Based on the integration of various theories such as Contingency Theory, Dynamic Capabilities Theory, Ambidextrous Organization Theory, and Agile Organizational Structure Theory. This article proposes a conceptual framework that emphasizes the strategic relationship between the Performance Measurement System, exploration – exploitation balance, organizational structure flexibility, and employee innovative behavior. This research approach is conceptual in nature, using conceptual analysis methods through an in-depth review of empirical and theoretical literature. Theoretically, this study contributes to the enrichment of literatures on the integration of Performance Measurement Systems, organizational ambidexterity, and organizational structure within the framework of dynamic capability theory.

Keywords: Performance Measurement System, Organizational Ambidexterity, Organizational Structure, Employee Innovation, Conceptual Analysis

1 Introduction

Every organization has unique traits that affect how well it performs in competitive business environment. Performance Measurement System measures, manages, and motivates individual and group performance in line with organizational goals [1]. PMS provides relevant [2] information for decision-making, improve accountability, and support employee performance and innovation. Organizational ambidexterity concept refers to an organization's ability to balance exploration and exploitation. Exploration involves seeking developing new ideas, while exploitation focuses on optimizing current resources and stay relevant amid fast technological and market changes [3]. Organizational structure allows for efficient division of roles, responsibilities, and authority, enhancing coordination and employee performance. Employee innovation is a significant result of the synergy among these three factors. Innovation occurs when individuals are inspired to develop new ideas, products, processes, or services to improve organizational performance [4]. A suitable PMS, combined with a flexible organizational structure and strong ambidexterity, is believed to promote ongoing employee innovation. The conceptual analysis method was conducted by searching for journals related to these variables. These variables included performance measurement system, organizational ambidexterity, organizational structure, and employee innovation. Relevant journals were then selected for this study. This study is about "Performance Measurement System as a Driver of Employee Innovation: A Study of the Role of Organizational Ambidexterity and Organizational Structure in Diskominfo DIY".

2 Literature Review

2.1 Performance Measurement System Theory

PMS helps align strategy, structure, and organizational behavior through flexible, data-driven measurement "a dynamic, adaptive, and strategic mechanism that links measurement with learning and innovation" (Bourne, 2021) [5], [6], [7]. PMS is "a structured process to plan, monitor, and improve organizational performance by aligning employee actions with strategic goals" [8]. PMS has two main approaches: diagnostic and interactive (Simons, 1995) [7], [9]. Contingency Theory (Donaldson, 1987) suggests that the effectiveness of PMS depends on how well it fits the organization's structure, strategy, and environment. Balanced Scorecard Theory (Kaplan & Norton, 1992) presents PMS as a tool that balances financial performance, customer satisfaction, internal processes, and learning and growth. Goal - Setting Theory (Locke & Latham, 1990) as a way to set specific and measurable goals that can increase employee innovation. Levers of Control (Simons, 1995) has four main systems: belief systems, boundary systems, diagnostic control systems, and interactive control systems to manage uncertainty while encouraging innovation and learning [10] that can be technical or social. Bititci et al. (2018) built on Simons's theory by creating Performance Measurement Management Systems (PMMS) as a dynamic and strategic system [5]. The three main dimensions that relevant are system flexibility, strategic alignment, and innovation integration.

2.2 Organizational Ambidexterity Theory

Organizational Ambidexterity is the ability of an organization to balance exploration which is the creation of new knowledge and innovation, and exploitation which involves using and improving existing resources, to achieve sustainable competitive advantage (March, 1991) [11], [12], [13], [14], [15], [16], [17], [18], [19]. Exploration focuses on developing new ideas, products, and technologies through experimentation. Exploitation focuses on efficiency, process optimization, and enhancing existing skills [18], [20], [21], [22], [23], [24], [25] while maintaining stable operations [19], [26] and effective [27]. Organizations can achieve ambidexterity using two main approaches structural and contextual (Duncan, 1976) [14], [18]. Ambidexterity connects to dynamic capability theory (Teece, Pisano, & Shuen, 1997) refers to integrate, build, and configure internal skills based on managing both exploration and exploitation at once [28]. Ambidextrous organizations have higher levels of innovation, efficiency, and performance in both the public and private sectors [7], [29], [30]. Organizational ambidexterity is a strategic ability that allows organizations to combine short-term efficiency with long-term that supported by a PMS and an adaptive organizational structure (Bedford, 2019) [12], [25].

2.3. Organizational Structure Theory

Organizational structure defines how activities are divided, connected, and directed to meet strategic goals [31]. Types of organizational structure; organic and mechanistic (Burns & Stalker, 1961) [32], [33]. Contingency theory (Donaldson, 1987) states that organizational effectiveness depends on how well the structure aligns with strategy and environmental conditions that summarized in the principle “Structure Follows Strategy” (Chandler, 1962). Then developed by McKinsey 7S model from the book “In Search of Excellence” (Waterman & Peters, 1982). Seven elements of an organization: strategy, structure, systems, staff, skills, style, and superordinate goals which is needed to work together to achieve effectiveness and competitive advantage [34]. Organizational structure arises from different patterns that reflect both formal and informal relationships within an organization (Mintzberg, 1979; 1983; 1989). Configuration Theory by Mintzberg (1983) sees organizational structure as the integration of five key elements, or 5Ps; plan, ploy, strategy, pattern, position, personel. The Agile Organizational Structure theory and the Teal Organization concept (Laloux, 2015; 2020) introduce a flexible and human-centered approach. This model has three main elements; self-management, evolutionary purpose and wholeness. The Teal structure promotes collaboration, transparency, and innovation through decentralized decision-making [35], [36].

2.4 Employee Innovation Theory

Employee innovation is the ability of individuals to create, develop, and apply new ideas to improve how well and organization works [37] theory of Innovative Work Behavior or IWB (Janssen, 2000) [38] with idea generation, idea promotion and idea realization [37]. Creativity Components theory (Amabile, 1996) state that individual creativity is influenced by skills in the field, creative thinking processes, and intrinsic motivation [26], [39]. Organizations that are effective in developing new ideas, more adaptive to change and able to maintain long-term competitiveness [40], [41] through continuous innovation [42], [43]. Human resource management practices that encourage intellectualism, collaboration, and involvement in decision-making can improve innovative behavior of competitive advantage [15], [32], [44], [45], [46],

[47], [48], [49]. Innovation performance show how well an organization can generate new ideas to enhance products, processes, and services [4], [50], [51], [52]. Key indicators include the speed of creating new ideas, solving problems, developing designs, and launching new products [22], [53]. Complex technologies are often more valuable because they require more sophisticated innovations and influence long-term economic growth by supporting science and technology [54], [55], [56], [57], [58]. The Exploration-Exploitation Framework (Benner & Tushman, 2003) was later expanded by Benner (2017). This theory explains that innovative behavior comes from a balance between exploration and exploitation. Based on this theory, employee innovation indicators include idea generation, idea implementation, and organizational support.

3 Methodology

The outcome of this study is a conceptual framework that future research can test. The study used a conceptual approach alongside a literature review method to develop a theoretical model. This model focuses on the relationship between the PMS, Organizational Ambidexterity, Organizational Structure, and Employee Innovation, with Organizational Ambidexterity and Organizational Structure as mediators. The data used comes from existing sources related to these variables. Sources were taken from journals relevant to the variables. These variables were performance measurement system, organizational ambidexterity, organizational structure and employee innovation. The journals were then used to analyze the relationships between variables. This study aims to conceptually test the relationships between variables, guided by the following questions: (1) Does the Performance Measurement System have a positive effect on employee innovation? (2) Does the Performance Measurement System have a positive effect on Organizational Ambidexterity? (3) Does the Performance Measurement System have a positive effect on Organizational Structure? (4) Does Organizational Ambidexterity have a positive effect on employee innovation? (5) Does Organizational Structure have a positive effect on employee innovation?

4. Results & Discussion

4.1 The Influence of Performance Measurement System on Employee Innovation

PMS is dynamic by Dynamic Performance Measurement System Theory [5] and Innovation System Theory. PMS play a strategic role as a managerial mechanism that not only controls but also drive innovative in modern organizations. Dynamically and interactively designed PMS create a continuous learning environment that encourages employee creativity, experimentation [5] and collaboration (Bititci et al., 2018; Bedford, 2019). Henry (2019) states that an interactive PMS can foster an innovative climate by improving employee communication and participation. From the perspective of dynamic capabilities theory (Teece et al., 1997; 2018). PMS provides strategic data that enables employees to recognize new opportunities (sensing), evaluate and adapt innovative processes (seizing), and transform ideas into concrete implementations (transforming). The Exploration – Exploitation Framework (Benner, 2017) is an effective performance measurement system. It gives relevant feedback that motivates employees to explore new ideas and use existing knowledge. Thus, a PMS acts as an adaptive mechanism that connects organizational strategic goals with individual innovative behavior.

4.2 The Influence of Performance Measurement System on Organizational Ambidexterity

The theories of the PMS and organizational ambidexterity are the Interactive-Diagnostic Control System Theory (Bedford, 2019) and Exploration – Exploitation Framework (March, 1991; Benner & Tushman, 2015). PMS play a role in encouraging organizations to achieve a balance between exploration and exploitation (Simons, 1995; Bedford, 2019). Modern PMS has evolved from an administrative function to an interactive system focused on learning, adaptation, and innovation (Bititci et al., 2018). Through transparent and dynamic performance feedback, PMS facilitates cross – unit communication, encourages strategic reflection, and strengthens coordination in decision – making. Within the framework of Interactive – Diagnostic Control System Theory (Simons, 1995), PMS explores new ideas without losing efficiency in exploitation. PMS provides structured, quantitative, and qualitative information needed by organizations to balance exploratory activities and exploitative activities. Interactive PMS promotes a balance between exploration like creation of new ideas and exploitation like the optimization of resources (Bedford, 2019). From the perspective of the Performance Measurement Framework [5], PMS provides specific and relevant data that can guide strategic decisions. Through communication, feedback, and strategic reflection, PMS can improve coordination across units and bring together exploratory and exploitative goals in the managerial process. Therefore, PMS serves not just as a control tool but also as a key factor in maintaining the balance between exploration and exploitation within the organization.

4.3 The Influence of Performance Measurement System on Organizational Structure

PMS and Organizational Structure is supported by Reinventing Organizations Theory (Laloux, 2020) and Contingency Structure Theory (Burns & Stalker, 1961). Performance Measurement Framework (Bititci et al., 2018) [5] and Agile Organizational Structure Theory (Laloux, 2020) show that PMS provides specific data that can guide structural decision-making. Organizations create structures that are more responsive and supportive of innovation. Therefore, PMS can drive the formation of an adaptive and dynamic organizational structure. According to contingency theory (Donaldson, 2001) and reinventing organizations theory (Laloux, 2020), the effectiveness of PMS depends on the suitability between the PMS and the organizational structure implemented. An interactive and PMS can encourage decentralization of decision – making, reduce bureaucratic hierarchy, and strengthen cross – unit communication. A structure that is open to information flows from the PMS will increase collaboration, accountability, and performance transparency (Burns & Stalker, 1961; Laloux, 2020).

4.4 The Influence of Organizational Ambidexterity on Employee Innovation

Organizational Ambidexterity and employee innovation is supported by the Exploration – Exploitation Framework (Benner & Tushman, 2015) and Dynamic Capabilities Theory (Teece et al., 1997; Teece, 2018). Ambidextrous organizations can balance exploration (the creation of new and innovative ideas) with exploitation (the optimization of existing processes and resources). This balance can improve the organization's ability to adapt and promote creativity and innovative behavior among individuals (Benner, 2017). This balance reflects not only the structural flexibility of the organization, but also the adaptive ability of employees to innovate amid a dynamic work environment. Organizational ambidexterity acts as a dynamic

capabilities theory (Teece, 2018) that enables individuals and teams to adapt to change and create new value through innovation. According to Ambidextrous Organization Theory (Bedford, 2019), ambidexterity serves as a dynamic capability that enables employees to explore new opportunities while maintaining operational efficiency. Therefore, organizational ambidexterity plays a key role encouraging employee innovation through both creative ideas and the practical application of innovation in work practices. Research shows that organizations with high ambidexterity tend to have work environments that foster innovative employee behavior (Raisch & Birkinshaw, 2004).

4.5 The Influence of Organizational Structure on Employee Innovation

Theory on Teal Organization Theory (Laloux, 2020) and Organic Structure Theory (Burns & Stalker, 1961) highlight how an organic, flexible, and decentralized structure can increase individual initiative and creativity. Laloux (2020) explains that a self – management structure can create a supportive environment for freedom of expression and collaboration. This approach can enhance employees' innovative behavior. According to Agile Organizational Structure Theory (Laloux, 2020) and the Exploration – Exploitation Framework (Benner & Tushman, 2015), an adaptive organizational structure promotes employee innovation through empowerment, participatory decision-making, and open information flow. Thus a dynamic organizational structure that supports the exploration of new ideas has the potential to increase employees' innovatives within the organization. Contemporary research shows that organizations with organic structures have a higher adaptive capacity to environmental and technological changes and foster a culture of continuous innovation (Jansen et al., 2017; Laloux, 2020). Organizational structure that support cross – unit communication and multidisciplinary collaboration can strengthen knowledge transfer, increase social interaction, and accelerate organizational learning.

4.6 The Influence of Performance Measurement System on Employee Innovation through Organizational Ambidexterity as a Mediating Variable

Based on Interactive Control Systems Theory (Simons, 1995) and Dynamic Capabilities Theory (Teece et al., 1997), PMS plays a role in providing strategic information to balance exploration and exploitation. Based on the Performance Measurement Framework (Bitici, 2018) [5], Exploration – Exploitation Framework (Benner & Tushman, 2015), and Ambidextrous Organization Theory (Bedford, 2019). In the context of modern organizational dynamics, the relationship between PMS and employee innovation is mediated by organizational ambidexterity, which is the ability of an organization to simultaneously balance exploration (searching for new opportunities and ideas) and exploitation (utilizing existing resources and processes) (Tushman & O'Reilly, 1996; March, 1991; Bedford, 2019). Ambidexterity functions as a dynamic capability that directs the effects of PMS on innovation. An interactive and learning-based PMS can help explore new ideas and optimize existing capabilities by improving communication, feedback, and strategic reflection. PMS designed to support ambidexterity to promotes organizational sustainability through improved long-term performance. When organizations are able to integrate exploration and exploitation mechanisms through flexible and adaptive measurement systems, conditions conducive to emergence of creative ideas and implementation of individual innovation are created (Benner & Tushman, 2015; Bedford, 2019).

4.7 The Influence of Performance Measurement System on Employee Innovation through Organizational Structure as a Mediating Variable

Reinventing Organizations Theory (Laloux, 2020) and Contingency Theory (Donaldson, 2001), it is emphasized that an open, adaptive, and participatory PMS can create a flexible and decentralized organizational structure. This structure connects the PMS to employee innovation through communication, collaboration, and efficient information flow. Based on the Performance Measurement Framework (Bititci, 2018), Exploration – Exploitation Framework (Benner & Tushman, 2015) and Agile Organizational Structure Theory (Laloux, 2020), a good PMS encourages a work environment that supports creativity and independent decision-making. A flexible organizational structure mediates these relationships by providing space for idea development and effective employee innovation. In this context, PMS become structural triggers that shape innovative work behavior through the alignment of individual and organizational goals (Henry, 2019). PMS provides performance – based data and feedback, while the organizational structure distributes responsibility and encourages individual autonomy to innovate (Laloux, 2020; Henri, 2019).

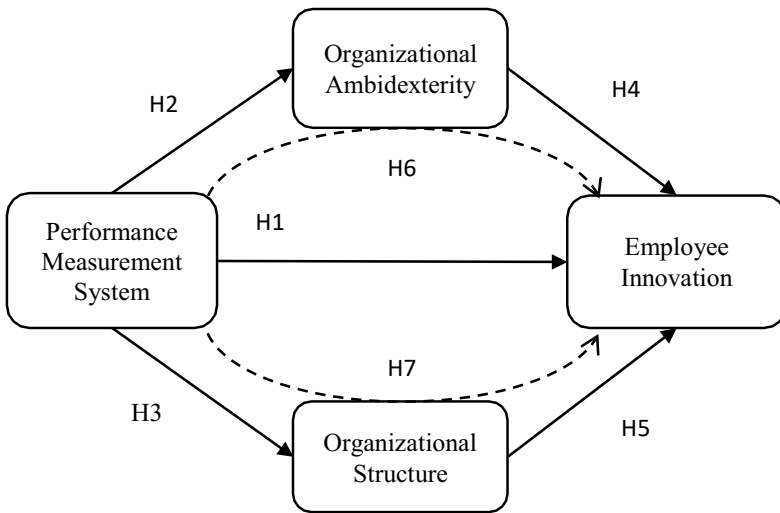


Fig. 1. Conceptual framework

A flexible PMS that matches organizational strategy can improve adaptive capabilities, strengthen organizational learning, and create a work environment that supports creativity (Bititci et al., 2018). The ability of an organization to balance exploration of new opportunities and exploitation of existing resources is known as Organizational Ambidexterity. Ambidexterity is crucial for connecting the PMS with organizational innovation (March, 1991; Bedford, 2019). Organizations that are balanced in both orientations are better able to maintain long-term performance and innovate continuously. Organizational structure needs to be decentralized, collaborative, and adaptive to respond to environmental changes (Laloux, 2020). At the individual level, employee innovation comes from balancing the exploration of new ideas with the efficient use of existing work practices (Benner, 2017). PMS fosters innovation and a flexible organizational structure will strengthen the role of ambidexterity in promoting IWB. This study connects four key variables; PMS,

organizational ambidexterity, organizational structure, and employee innovation. An adaptive and strategic PMS is expected to increase employee innovation, both directly and indirectly through the mediating effects of ambidexterity and organizational structure.

5 Conclusion

This study describes the relationship between several variables; Performance Measurement System, Organizational Ambidexterity, Organizational Structure, and Employee Innovation. Conceptually, performance measurement system can enhance employee innovation either directly or through mediation with organizational ambidexterity and organizational structure. This conceptual analysis contributes to cross – theory integration by combining performance measurement framework theory (Bititci, 2018), ambidextrous organization theory (Bedford, 2019), agile organization structure theory (Laloux, 2020) and exploration – exploitation framework (Benner, 2017) into a single system theory framework as a grand theory. The theories behind this study are Contingency Theory, Dynamic Capabilities Theory, Ambidextrous Organization Theory, and Agile Organizational Structure Theory. The practical implications of this study emphasize that the design of the performance measurement system should be interactive, adaptive and learning – based. Organizations need to build decentralized and collaborative structures so that performance measurement system feedback can be responded to quickly by work units. The balance between exploration and exploitation needs to be managed strategically so that innovation can occur without sacrificing organizational efficiency. By integrating a dynamic PMS and adaptive structures, organizations can create a sustainable innovative culture and increase long – term competitiveness. As a conceptual study, this research opens up space for further empirical testing. Future research directions may include empirical validation of the conceptual model using quantitative approaches such as Structural Equation Modeling (SEM) to test the mediating effects of ambidexterity and organizational structure in the relationship between PMS and employee innovation. This conceptual research can serve as a framework for future studies. This conceptual framework will be tested empirically through a quantitative study in Diskominfo DIY.

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