

# A New Theoretical Framework of Organizational Effectiveness from Knowledge and Ambidexterity Perspectives

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## ABSTRACT

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This paper aims to build a new theoretical framework related to organizational effectiveness. There is unfortunately no research which builds a theoretical framework of organizational effectiveness influenced by knowledge of infrastructure capability, organizational environment, absorptive capacity and innovative ambidexterity. The theoretical framework is built from the past research of the organizational effectiveness antecedents using literature review. The theoretical framework in this concept paper consists of nine hypotheses with three novelties: the direct relationship among knowledge infrastructure capability; absorptive capacity; and organizational environment to innovative ambidexterity. This conceptual paper only applies structural contingency theory, knowledge-based theory and absorptive capacity theory in constructing relationships among concepts. It is hoped that this newly constructed theoretical framework can enrich the theory of modern organization as stated by Miles (2012) and by Hatch, MJ, & Cunliffe (2013) which can develop structural contingency theory (Donaldson, 1996) (Donaldson, 2001) through the concept of organizational effectiveness (Kim S. Cameron, 1981). It is also influenced by knowledge of infrastructure capability (Gold, Malhotra and Segars, 2001), organizational environment (Donaldson, 2001), absorptive capacity (Cohen and Levinthal, 1990) and organizational ambidexterity (Tushman and O'Reilly, 1996) (Kortmann, 2011). This theoretical framework can be applied as a basis for empirical research.

**Keywords:** knowledge infrastructure capability; organizational environment; absorptive capacity; innovative ambidexterity; organizational effectiveness