

Influence of Organizational Culture, Success Context, and Ict Strategy on Organizational Performance, And Their Implications on Sustainable Competitive Advantage (Empire Study at LPP TVRI Jakarta)

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Abstract

This research aims to analyze the effect of Organizational Culture, Top Succession Context, and Information Communication Technology Strategy on Organizational Performance, and their implications to Sustained Competitive Advantage. The methodology of this research was quantitative research with hypothesis testing for examining seven hypotheses. Populations was the LPP TVRI Jakarta, which was located in DKI Jakarta, with sample size were 260 television workers. Data for this study were collected using questionnaires and SEM (Structural Equation Modeling) was employed for data analysis techniques. The results of this research in general there was the effect of Organizational Culture, Top Succession Context, and Information Communication Technology Strategy on Organizational Performance, Top Succession Context, Information Communication Technology Strategy, and Organizational Performance on Sustained Competitive Advantage LPP TVRI Jakarta. All of ten hypotheses which proposed in this research, eight hypotheses were being given can be accepted, except Organizational Culture did not influence Sustained Competitive Advantage. Information Communication Technology Strategy as an independent variable was the strongest influence on Organizational Performance and Sustained Competitive Advantage. This research also provides discussion on the findings as well as limitations, theoretical and practical contributions, theoretical and managerial implications of the study, and suggestions for future research.

Keywords

Organizational culture; top succession context; information communication technology strategy; organizational performance; sustained competitive advantage.



I. Introduction

One marker of the times is the media. Not even one modern human being can live without media (Eastman and Ferguson, 2013). Entering the era of globalization, there have been significant changes in the media industry that are so fast with the adaptability of media companies that are slow in responding (Friedman & Mandelbaum, 2011). Many media companies in the United States, which are full of experience and have decades of age, have failed to respond to the changes and challenges of the twenty-first century (The Economist, August 24, 2006:2), many of whom have even gone bankrupt. (Friedman, 2008). The failure of media companies in the United States in entering the digital era - the internet era where the boundaries of space and time have become so absurd (The Guardian, March 7, 2013:2), the media sector in Indonesia in facing the challenges and opportunities of the same era.

Media in the era of globalization has become an inseparable part of civilization, namely the way of thinking, speaking, acting (Habermas, 2003). The question is, how does the media color our civilization. This question may be useful as a basis for reflection to

rethink the strategic role of the media in the era of globalization (Stewart, 2007), both in print and other media, in coloring public civility after 71 years of Indonesian independence. There are three main points that are intertwined with one another.

First, is the essence of the media itself. The word media comes from the Latin medium (plural: media), which means 'in the middle, in between'. The point is that because living together is a social construction, the role of the media is important. It not only reflects social reality, but also mediates the possibilities and impossibility for the formation of this "living together" (Habermas, 2003).

Second, in this era of globalization, through the media we see that happiness is always symbolized by houses and luxury cars, or read that differences of opinion or beliefs are always responded to with violence, then the variety of possibilities that could affect our civilization. Why is this media subject important? Today, perhaps nothing has a significant impact on society more than the media more than we imagine. New media through a pluralistic content and information culture have really put forward a process of change in the same belief in the meaning, form, content and theories of journalism, communication, and media (Winter, Hepp, Kotz, 2008). Starting from behavioral awareness, to the tastes, tastes, relationships, and even the political choices of many people.

Third, the media is a public matter and its scope of work is always in the public sphere (Habermas, 1984; 1989; Herman & Chomsky, 1988; McLuhan, 1964). The implications of this understanding are very basic. As a public matter, the media must be willing to take public responsibility and the most important thing is to educate and civilize the public (Radsch, 2013).

Non-profit media organization engaged in public broadcasting in Indonesia such as LPP TVRI (Public Broadcasting Institution of Television of the Republic of Indonesia, hereinafter referred to as LPP TVRI) as guaranteed that the legal products are not in line with the sustainability management to be achieved. Although now LPP TVRI is trying to fulfill and prioritize the public interest, it turns out that this goal has not been achieved, one of which is because the condition of LPP TVRI is experiencing problems between institutional structures, which have an impact on budget issues and ultimately affect the performance of LPP TVRI in the form of broadcast quality that is not in accordance with with expectations. Extensively, The problems currently faced by LPP TVRI are related to internal and external issues that can interfere and have an impact on the sustainability of LPP TVRI's performance as stated in the background of LPP TVRI Policy 2011-2016 in LPP TVRI Supervisory Board Regulation No: 01/PRTR/DEWAS-TVRI/ 2012: Even though it is 50 (fifty) years old, as a public television, TVRI has just entered its second 5 (five) year period. Currently, LPP TVRI is still experiencing severe internal constraints, including institutions and resources; mainly human resources, infrastructure and broadcasting technology, facilities and infrastructure, organizational culture, finance, data and information, networking, and institutional image.

In addition, at the same time LPP TVRI is faced with external challenges that have a significant impact and need special attention. The problems above have an impact on LPP TVRI's lack of interest as one of the broadcast media that is a reference for the public. The conditions are different when compared to public TV abroad, which are more developed and in high demand by the public, such as the BBC (UK), CCTV (China), or NHK (Japan) which are more developed with the presence of several broadcast stations with characteristic content (genres). Separately to meet the public needs. Indonesian people prefer private TV stations that have more varied broadcasts and are considered to better meet the needs of the public. The existence of such is actually very worrying, that is, LPP TVRI should have played a role as a bridge for good information, educating and

informative as well as avoiding values and influences that are not good for the community. Keep in mind how the existence of television is not just a spectacle but can be a guide.

Efforts to see the performance of LPP TVRI in the television world in providing public services, is one of the benchmarks to assess the existence of LPP TVRI has been useful in carrying out its role as state television (public). Its legal status as LPP (Public Broadcasting Institution) is a directive that its existence must be carried out to achieve the expected goals. Performance issues are not just results or work achievements, but include processes that can have an influence on work achievement, one of which is a communication climate. If it is related to the performance problems faced by LPP TVRI at this time, the communication climate that is created is not well established and healthy. A condition that can be proven by the occurrence of "communication that is not in accordance with procedures and rules" between the Board of Directors and the Board of Directors (Supervisory Board) of LPP TVRI to Commission I of the DPR RI in 2013, and led to the emergence of new problems faced by LPP TVRI in 2014. This issue has an impact on LPP TVRI's 2014 budget, which is the pulse and wheel of broadcast sustainability. LPP TVRI is threatened not to broadcast, due to lack of budget. and the influence of Organizational Performance on the LPP TVRI Center's Sustainable Competitive Advantage. Based on the above background, the authors give the research title "The Influence of Organizational Culture, Information Communication Technology Strategy and Succession Context on Organizational Performance and its implications for LPP TVRI's Sustainable Competitive Advantage". This research is a perception research from a sample of respondents taken from LPP TVRI Central Jakarta, which will be held in October – November 2021.

II. Review of Literature

2.1. Sustainable Competitive Advantage

Sustainability management theory (Theory of Sustainability Management) has several interrelated aspects of management (Management) and sustainability (Sustainability) (Starik & Kanashiro, 2013). First, a theory of sustainability management requires significant attention to the natural and socio-economic environment, ideally to describe, predict and define their systemic existence, value and integration, at least of inputs, processes, and outputs, and if allows providing useful input on multiple environments. Social and environmental aspects really need to be included in the concept of sustainability, where most academics and practitioners accept this interpretation even though the degree of consideration of each may vary. Most sustainability challenges are addressed to aspects of society, whether they are individual humans, organizations, communities, or cultures.

2.2. Succession Context

Transformational leadership includes a complex set of behaviors, namely: idealizing influence, inspirational motivation, individualizing considerations, and intellectual stimulation (Barling, et al. 2002). First, transformational leaders behave as role models that employees can identify and follow. Second, leaders provide inspirational motivation. Empowered by leaders, employees will prioritize collective/collective benefits over their individual interests. Third, intellectual stimulation from leaders empowers employees to voice their concerns, find new and better ideas, and explore new approaches to address existing, relevant and relevant issues. Fourth, Individualization considerations motivate leaders to act as mentors who demonstrate a special concern for their employees, their

development, and well-being. As a result, employees will engage in more reciprocal participation. A positive relationship between transformational leaders and participation is consistently established (Clarke, 2013). On the other hand, passive leadership is generally considered an “absence of leadership” (Bass, 1985; Den Hartog, Van Muijen, & Koopman, 1997), although the term is less appropriate, it basically represents a reactive rather than a proactive form of leadership style. In strategic management, top leadership succession is a process of management transfer or change of control within a company (Dunemann and Barrett, 2003). 2004), or managing change to maintain high performance (Pettigrew et al., 1992). According to De Wit and Meyer (2004), company goals created by leaders are directed at three fundamental elements of strategic problems. The following in Figure 3 is the concept proposed by De Wit and Meyer in leadership strategy.

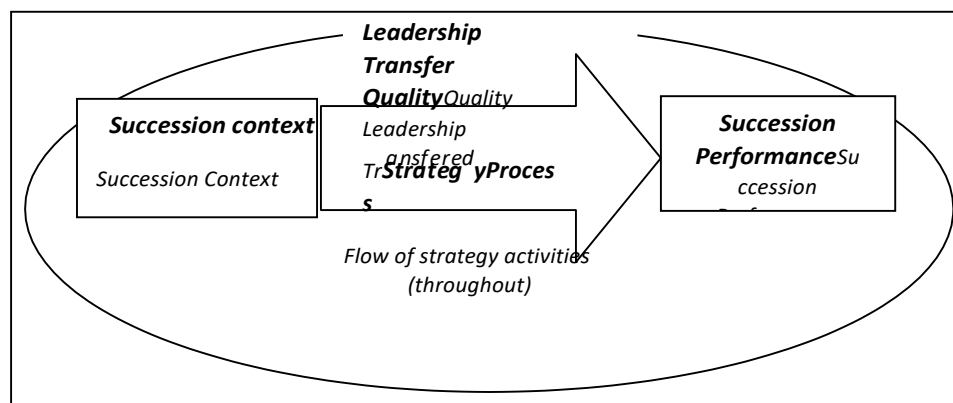


Figure 1. Fundamental Factors in Leadership Strategy

The three elements are:

- (i) Success Context, namely the context of leadership succession that seeks to achieve company goals by optimally utilizing it for strategic activities.
- (ii) Strategy Process is the implementation of activities directed by the strategy.
- (iii) Succession Performance is the product of the performance of a strategy.

The three elements are determined by the company's goals and objectives. This study will examine the effect of top leadership succession on the performance of media companies, as well as examine its effect on the sustainability of media companies based on the concept of De Wit and Meyer

2.3. Strategy Information Communication Technology

Entering the twenty-first century, more and more companies are realizing the great advantages and potential of information communication technology (ICT), and are investing heavily in ICT (Chi & Sun, 2015). Although considerable success and great progress has been made in the practice of ICT projects of Chinese enterprises, the overall situation is not optimistic, the failure rate of ICT projects remains high, and actual revenues are far below the expected outcomes of ICT projects (Chi & Sun, 2015). The relationship between ICT and competitive advantage has been the focus of academic attention and debate. Although many researchers find that ICT investment contributes to helping firms gain a competitive advantage (Wang, MJ, Zhang, WY & Zhou, LA 2007).

From the early 1980s, analysis of the relationship between ICT and competitive advantage used the Market Based View Strategy, which argued that industry factors and

external market orientation were the main determinants of firm performance (Bain, J. 1968; Porter, ME 1996). According to Bain's Structure-Conduct-Performance (SCP) framework (Bain. J. 1968) and Porter's Five Forces model (Porter, ME 1980), which are the two most well-known theories in Market Based View Strategy, many researchers believe that the application of The widespread use of ICT will lead to intense competition among companies, and ICT can bring companies to gain competitive advantage by increasing their ability to take advantage of opportunities, turn threats into opportunities, and change their market position (Chi & Sun, 2015). Brynjolfsson and Hitt (1996) found that ICT can increase productivity and create substantial value for consumers. Furrer, O., Thomas, H. and Goussevskaia, A. (2008) concluded that the research focus on competitive advantage has shifted from the industry structure (MBV) to the company's internal structure, with resources and capabilities. This strategic approach is known as the Resource Based View (RBV) (Barney, J. 1991), which draws attention to the company's internal environment as a driver for competitive advantage and emphasizes the resources that the company has developed to compete in the environment (Chi & Sun, 2015). Applying Barney's (2007) valuable, rare, in-imitable, non-substitutable (VRIN) framework, can determine whether a resource is a source of Sustained Competitive Advantage (Barney, J. 1991).

2.4. Organizational Performance

A firm's tendency towards solving transactions depends on the availability of financial resources, and conversely, a firm can become 'constrained' to innovative strategies when financial resources are limited (Lee, C., Lee, K). ., Pennings, JM, 2001). Inmyxai and Takahashi (2010) also find that business finance is also one of the critical resources that enable firms to integrate into their strategic businesses, and which can sustain firm performance. Greco, Cricelli and Grimaldi (2013) underline that physical resources alone are not sufficient in maximizing benefits. Other resources are required, such as financial resources, financial validity, operating funds, the company's capacity and ability to be able to mobilize internal funds, is vital in the stable and successful operation of a company enjoying maximum profits (Volberda et al. 2011). Companies need to secure sufficient financial resources to be able to operate efficiently and implement internal growth strategies in order to promote success. Organizational Performance by Companies need to secure sufficient financial resources to be able to operate efficiently and implement internal growth strategies in order to promote success. Organizational Performance by Companies need to secure sufficient financial resources to be able to operate efficiently and implement internal growth strategies in order to promote success.

III. Research Method

This research design uses a quantitative approach, issues related to decisions regarding the purpose of the study (the purpose of study), the level of researcher involvement in the study (extent of researcher interference with the study), research settings (study selfing), research strategy strategies), unit of analysis, and time horizon. Based on the research objectives, this research is a research with hypothesis testing, namely research that aims to explain the nature of certain relationships, or determine differences between groups, or the independence of two or more factors in a situation (Sekaran & Bougie, 2016). Hypothesis testing conducted will test the influence of the variables Organizational Culture, Succession Context, ICT Strategy and Organizational Performance towards Sustainable Competitive Advantage. Based on the research situation,

this research was conducted in a natural place (noncontrived selling), that is, this research was conducted without the involvement of the researcher in the normal activities of the research subject (Sekaran & Bougie, 2016). Based on the strategy in conducting research, this research is a survey research, which uses information gathering techniques by compiling questions and statements submitted to the respondents (Sekaran & Bougie, 2016). Bougie, 2016). Based on the strategy in conducting research, this research is a survey research, which uses information gathering techniques by compiling questions and statements submitted to the respondents (Sekaran & Bougie, 2016). Bougie, 2016). Based on the strategy in conducting research, this research is a survey research, which uses information gathering techniques by compiling questions and statements submitted to the respondents (Sekaran & Bougie, 2016).

IV. Results and Discussion

The standardized Solution model image shows a complete model path diagram with the numbers that are the standardized estimation results.

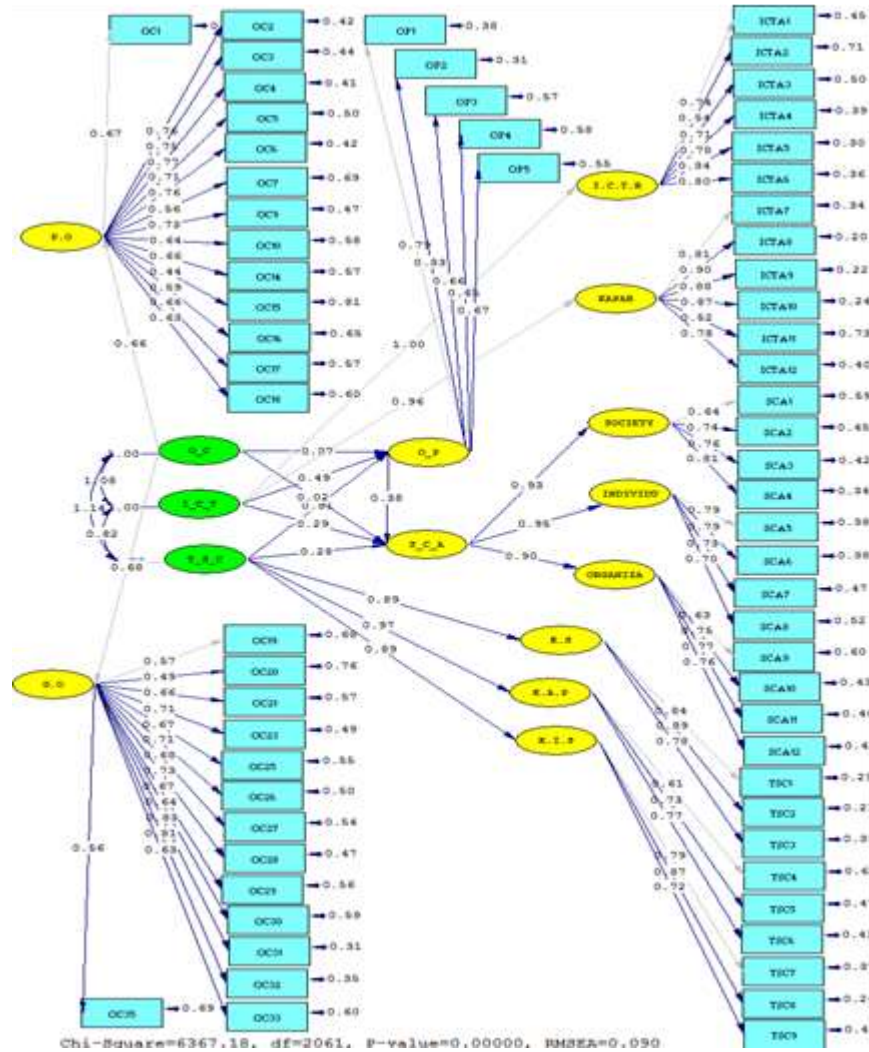


Figure 5. Structural Model (Standardized Solution)

In the results of data analysis using the Structural Equation Model (SEM) method and by using the LISREL 8.8 application software processing tool, a summary of the model suitability index is obtained as in Table 2. Below:

Table 2. Model Fit Index

GOF Indikator indicator	Expected size	Estimated Results	Conclusion
Absolute Fit Size			
<i>p-value</i>	$p\text{-value} < 0.05$	0.000	<i>Good Fit</i>
RMSEA	$RMSEA < 0.08$	0.090	<i>Good Fit</i>
Incremental Fit Size			
NFI	$NFI > 0.90$	0.94	<i>Good Fit</i>
NNFI	$NNFI > 0.90$	0.96	<i>Good Fit</i>
CFI	$CFI > 0.90$	0.96	<i>Good Fit</i>
IFI	$IFI > 0.90$	0.96	<i>Good Fit</i>
RFI	$RFI > 0.90$	0.94	<i>Good Fit</i>

Source: Processing Results with LISREL 8.8

Based on Table 2. above, there are six model suitability indices obtained that have a good model fit index, namely: p-value, RMSEA, NFI, NNFI, CFI, IFI and RFI.

Table 3. Hypothesis Testing Results

Hypothes is	description	Conclusion
H1	Organizational Culture Affects Organizational Performance	Received
H2	Succession Context affects Organizational Performance	Received
H3	ICT Strategy Affects Organizational Performance	Received
H4	Organizational Culture affects Excellence Sustainable Competitive	Rejected
H5	Succession Context affects Excellence Sustainable Competitive	Received
H6	ICT Strategy Affects Excellence Sustainable Competitive	Received
H7	Organizational Performance as an intervening variable mediates the relationship between Organizational Culture and Sustainable Competitive Advantage	Rejected
H8	Organizational Performance as an intervening variable mediate the relationship between Succession Context and Sustainable Competitive Advantage	Received
H9	Organizational Performance as an intervening variable mediates the relationship between ICT Strategy and Sustainable Competitive Advantage	Received

H10	Organizational Performance Affects Excellence Sustainable Competitive	Received
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Source: Processing Results with LISREL 8.8

V. Conclusion

This study is intended to determine the general description of the influence of Organizational Culture, Succession Context, and ICT Strategy on Organizational Performance and their implications for Sustainable Competitive Advantage. Based on the results of hypothesis testing and the discussion in the previous chapter, it can be concluded that the biggest influence of the independent variable is ICT Strategy both on Organizational Performance, and on Sustainable Competitive Advantage. Furthermore, Organizational Culture has an effect on Organizational Performance, but Organizational Culture has no significant effect on Sustainable Competitive Advantage. For Succession Context affects both Organizational Performance and Sustainable Competitive Advantage.

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