

Pengaruh kewirausahaan strategis terhadap kapabilitas dinamis dan ambideksteritas organisasi dalam meningkatkan kinerja inovasi: studi kasus startup portfolio PT Telkom Indonesia (Persero), Tbk = The effect of strategic entrepreneurship on dynamic capabilities and organizational ambidexterity in improving innovation performance: a case study of startup portfolio PT Telkom Indonesia (Persero), Tbk

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Abstrak

PT Telkom Indonesia (Persero) Tbk menghadapi disrupsi yang mengubah perilaku konsumen berkomunikasi menggunakan aplikasi online seperti WhatsApp, Line, Telegram dan Slack sehingga ada penurunan permintaan dan pertumbuhan terhadap pendapatan perusahaan sejak tahun 2017. Adanya fenomena disrupsi mengharuskan Telkom untuk dapat menghasilkan inovasi baru melalui kerja sama Startup yang bisa menjadi bisnis utama bagi perusahaan di masa depan. Dalam meningkatkan kinerja inovasi, perusahaan perlu mengadopsi proses kewirausahaan strategis yang dapat membangun kapabilitas dinamis sehingga mampu meningkatkan kinerja inovasi di tengah lingkungan disruptif. Kewirausahaan strategis untuk dapat berjalan dengan efektif memerlukan ambideksteritas yaitu organisasi memiliki struktur organisasi yang dapat mendukung kebutuhan ganda dari aktivitas opportunity-seeking (OSA) dan advantage-seeking (ASA).

Penelitian ini mengkaji efektivitas pengaruh kewirausahaan strategis, kapabilitas dinamis, dan ambideksteritas organisasi terhadap kinerja inovasi. Data pada penelitian ini diperoleh dari survei Manajemen Tingkat Atas dari 62 startup yang menjadi portofolio PT Telkom Indonesia (Persero), kemudian dianalisis menggunakan SEM PLS untuk melakukan uji hipotesis penelitian.

Hasil penelitian menunjukkan bahwa kewirausahaan strategis berpengaruh terhadap kapabilitas dinamis, ambideksteritas organisasi, dan kinerja inovasi. Dimensi budaya kewirausahaan berpengaruh tidak signifikan terhadap kinerja inovasi Startup. Studi ini menjelaskan adanya situasi rendahnya kinerja inovasi pada Startup walaupun Startup sudah menjalankan ambideksteritas organisasi.

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PT Telkom Indonesia (Persero) Tbk is facing a disruption that changes consumer behavior in using or interacting with products of Telkom while they are actively using online applications such as WhatsApp, Line, Telegram and Slack so that there has been a decline in demand and growth in company revenues since 2017. The disruption phenomenon requires Telkom to be able to generate new innovations through teamwork or collaboratively with Startup that could be the core business or source of main activities for the company in the future. In improving innovation performance, companies need to adopt a strategic entrepreneurial process that can build dynamic capabilities to improve innovation performance in a context of disruptive environment. To implement the strategic entrepreneurship effectively requires organizational ambidexterity that refers to an organizational structure that can support the dual needs of opportunity-seeking (exploration) and advantage-seeking (exploitation) activities.

Thus, this study examines the effectiveness of the influence of strategic entrepreneurship, dynamic capabilities, and organizational ambidexterity on innovation performance. The data in this study was

obtained from a top-level management survey of 62 startups that are part of the portfolio of PT Telkom Indonesia (Persero). The data was analyzed using SEM PLS to test the research hypothesis. The results show that strategic entrepreneurship has positive effects on dynamic capabilities, organizational ambiguity, and innovation performance. The dimensions of entrepreneurial culture have no significant effect on startup innovation performance. Despite some study limitations that create model bias, sample bias, and response bias, it is very important to note that entrepreneurial culture is part of exploration activities for opportunity identification and that it cannot directly affect innovation performance without first being exploited. On the other hand, this study explains the situation of startups' low innovation performance even though startups have implemented organizational ambiguity. It implies that organizational ambidexterity is not a sufficient condition for innovation performance. Startups must be able to orchestrate or manage first their resources to innovate.