

Enhancing innovation performance in a disruptive environment through strategic entrepreneurship process = Meningkatkan kinerja inovasi pada lingkungan disruptif melalui proses kewirausahaan strategis

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Deskripsi Lengkap: <https://lib.ui.ac.id/detail?id=20503319&lokasi=lokal>

Abstrak

Disrupsi digital meningkatkan risiko manajemen inovasi pada perusahaan-perusahaan mapan. Studi ini mengkaji variabel-variabel utama untuk meningkatkan kinerja inovasi di lingkungan yang terdisrupsi dengan menerapkan strategic entrepreneurship process, yang menggabungkan kegiatan opportunity-seeking activities (OSA) dan advantage-seeking activities (ASA). Model penelitian mengadopsi kerangka input-process-output/outcome dari Hitt et al. (2011). Studi ini mengambil sampel dari 118 manajer dibidang inovasi dari TELKOM dan Bank BRI, dua perusahaan terbesar di industri telekomunikasi dan perbankan di Indonesia. Setiap sampel berisi data dari 131 item kuesioner. Data ini dianalisis menggunakan SPSS untuk analisis varians (ANOVA) dan menggunakan SmartPLS untuk pengukuran dan analisis model struktural. Tujuh hipotesis diverifikasi. Dua dari tujuh hipotesis tidak terdukung. Pada OSA, budaya kewirausahaan tidak berdampak langsung pada perumusan strategi inovasi. Sementara di ASA, inovasi kolaboratif tidak berdampak langsung pada konfigurasi kapabilitas inovasi inti. Entrepreneurial leadership sangat penting dalam merumuskan strategi inovasi. Variabel leadership ini memiliki multikolinearitas dengan entrepreneurial culture. Ini menunjukkan bahwa kedua variabel simbiotik. Sementara dalam menerapkan strategi inovasi, konfigurasi kapabilitas inovasi inti yang memadukan eksplorasi peluang dan eksploitasi keunggulan meningkatkan kinerja inovasi. Namun, karena core rigidities dan perbedaan model bisnis, konfigurasi kapabilitas inovasi inti tidak dikonfigurasi langsung dengan inovasi kolaboratif. Dalam model alternatif, penelitian menunjukkan bahwa entrepreneurial culture memediasi entrepreneurial leadership dalam merumuskan strategi inovasi. Selain itu, inovasi kolaboratif dengan start-ups dan konfigurasi kapabilitas inovasi inti merupakan dua sumber arus inovasi untuk meningkatkan kinerja inovasi perusahaan mapan di industri yang terdisrupsi. Studi ini memvalidasi bahwa bagi perusahaan mapan kedua aliran inovasi ini berjalan secara terpisah karena core rigidities, maturitas digital, dan perbedaan model bisnis. Pada akhirnya, keragaman pengetahuan dari aliran inovasi ganda ini dapat mengoptimalkan kinerja inovasi mereka dalam lingkungan yang terdisrupsi.

Dari penelitian ini, ada sejumlah kontribusi teoretis yang memperkaya teori-teori sebelumnya tentang strategic entrepreneurship dan collaborative innovation serta implikasi empiris bagi para manajer pada perusahaan mapan di industri yang terdisrupsi. Studi ini juga merekomendasi riset lanjutan dalam mengeksplorasi aliran transformasi ganda.

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Digital disruption leads to high-level risk in innovation management on established firms in disrupted industries. This study investigates the key variables to enhance innovation performance in a disruptive environment by applying strategic entrepreneurship process, which combines opportunity-seeking activities (OSA) and advantage-seeking activities (ASA). The proposed research model adopts the input-process-output/outcome framework from Hitt et al. (2011). This study sampled from 118 innovation-related managers of TELKOM and Bank BRI, the two largest established firms in the telecommunication and

banking industries in Indonesia. These samples allow us to obtain data from 131 items of the questionnaire. This data was analyzed using SPSS for analysis of variance (ANOVA) and using SmartPLS for measurement and structural model analyses.

Seven hypotheses were verified. Two out of seven are not supported. In OSA, entrepreneurial culture has no direct impact on formulating innovation strategy. While in ASA, collaborative innovation has no direct impact on configuring core innovation capabilities. The entrepreneurial leadership is essential in formulating innovation strategy. This leadership variable has multicollinearity with that of entrepreneurial culture. It indicates that both variables are symbiotic. While in implementing the innovation strategy, the configuring core innovation capabilities that combine exploring the opportunity and exploiting the firms advantage enhance the innovation performance. However, due to core rigidities and different nature of innovation speed, this configuring core innovation capabilities should not be configured with collaborative innovation. In the alternative model, the study shows that in OSA, entrepreneurial culture mediates the entrepreneurial leadership in formulating the innovation strategy. The study also found that collaborative innovation with start-ups along with configuring core innovation capabilities is the dual-source of innovation streams to enhance the innovation performance of an established firm in a disrupted industry. The study validates that for established firms, due to core rigidities, digital maturity, and business model differences, these dual innovation streams run as separate streams. In the end, both transformation paths altogether confirm that diversity of knowledge on dual innovation streams can optimize their innovation performance in a disruptive environment.

From the study, there are a number of theoretical contributions that enrich the previous theories on Strategic Entrepreneurship and Collaborative Innovation as well as empirical implications for managers in established firms of disrupted industries. Further study is proposed to explore critical success factors on running the dual transformation streams as well as critical elements to successfully link both transformations.