

# Tabor

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## Building Organizational Innovation through Strategic Orientation: A Lesson from Cement Industry in Indonesia

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### Abstract

The manufacturing industry is becoming one of the industries that are included in the agenda of the President of Republic Indonesia to have readiness to face industry 4.0. This research uses purposively selected samples of managers at 3 largest cement companies in Indonesia. The growing number of foreign cement industry in Indonesia make the domestic cement companies should have a strategic orientation (resource, market, entrepreneurship, and learning) in order to be able to increase the organizational innovation and organizational performance in the middle of a very high environmental uncertainty. Respondents were taken with proportional area random sampling technique based on managers' perception. The statistical technique is using Partial Least Square to test the hypothesis. The result concludes that environmental uncertainty has a great impact on the increase of strategic orientation (resource, market, entrepreneurship, and learning). Strategic orientation is required for companies to improve organizational innovation in facing the industry 4.0 that require a very high level of difficulty

*Keywords: Environmental Uncertainty; Strategic Orientation (resource, market, entrepreneurship, learning); Organizational Innovation*

### 1. Introduction

Currently, the Indonesian government is committed to improve the industry's competitiveness and independence through the industry 4.0, including cement industry as manufacturing industry in Indonesia. It is known that the strategic orientation of a company depends on what the company wants to achieve. Cement industry is faced with the condition of a very turbulent environmental uncertainty. The level of cement industry competition in Indonesia is increasingly competitive. Several foreign cement companies have been permitted to operate in Indonesia, such as Lafarge-Holcim, Conch, China National Building Material, and Heidelberg-Indocement. They are competing to reap a huge market share in Indonesia. This makes some domestic cement companies overwhelmed to compete. The growth of production capacity above the increase of national cement consumption is the main cause of the high competition of the national cement industry for a long term. It is estimated that the national cement industry will experience an oversupply of 43 million tons in 2018 compared to 2017. The continuation of cement industry competition will make the producers difficult to raise the selling price. Some research has proved that environmental uncertainty can have an influence toward strategic orientation directly or indirectly (Muafi, 2009a; Zahra et al., 1997; Covin and Slevin, 1989). Orientation strategy can also enhance organizational innovation (Obeidat, 2016; Szczepańska-Woszczyzna, 2014). This research focuses on the three largest cement companies in Indonesia, because these companies have been known to have an increasing performance.

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## 2. Literature Review

Some theoretical studies and findings of previous researches concluded that environmental uncertainty is the greatest challenge in managing business. Corporate executives are often confronted with the difficulty to control external environment due to limited costs, time, and information (Jones, 2007; Muafi, 2009a; Elbanna and Alhwarai, 2012; Sachpazidu-Wójcicka, 2017). Elbanna and Alhwarai (2012) have stated that sometimes managers are faced with decisions that are very irrational, unreasonable, and difficult to predict. This is because of the things as follows; (a) the gap due to causation of a relationship, (b) future events that are difficult to predict, (c) the resulting outcomes have uncertainties due to uncontrollable causes. The manager is faced with the inability to predict something accurately (Jones-Kowalska, 2017). The capacity of information processing management becomes overloaded, so that it will have implications for the decision making that will be implemented (Robbins, 1994). The researcher identifies and summarizes from various literature sources that can be seen on Table 1.

Table 1. Indicators of Environmental Uncertainty Measurement

Indicator	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Complexity				*				*	*							*
Dynamism					*			*	*		*					*
Hostile	*	*		*		*	*	*	*	*	*	*		*	*	*
Volatility				*							*					
Heterogeneity											*					
Competition																
Complexity					*											
Munificence		*		*	*			*							*	
Benign		*			*								*			

Sources: (1) Dess and Beard (1984), (2) Covin and Slevin (1989), (3) Castrogiovanni (1991), (4) Shane and Kolvereid (1995), (5) Ward (1995), (6) Zahra et al. (1997), (7) Kean et al. (1998), (8) Luo (1999), (9) Lukas et al. (2001), (10) Li (2001), (11) Choe (2002), (12) Hodge et al. (2003), (13) Muafi (2009a), (14) Elbanna (2009), (15) Elbanna and Alhwarai (2012), (16) Carvalho et al. (2016).

Elbanna and Alhwarai (2012) have stated that company will have difficulty in achieving company outcomes when faced with hostile environment conditions. Muafi (2009a; Covin and Slevin, 1989) adds that environmental uncertainty is characterized by the setting of precarious industry, intense competition intensity, rigorous and competitive business climate, lack of exploitable opportunity, full of risks, pressure, and domination. On the other hand, if the company is faced with benign environment, then it is faced with a safe setting for business operation, has many investment and marketing opportunities, munificent, and easy to be manipulated. In relation with strategic orientation, hostile environment is more appropriate for entrepreneur strategic orientation, and benign environment is more appropriate for conservative strategic orientation. The research result from Luo (1999; Simerly and Li, 2000) concludes that there is no significant influence of munificent environment toward strategic orientation (innovation strategy, proactive, and high risk). In the contrary, complex and dynamic (hostile) environment have a significant effect on the innovative, proactive, and high risk strategic orientation.

Competitive strategy is identical to the term strategic orientation, which has been defined as "how an organization uses strategy to adapt and/or change aspects of its environment for a more favourable alignment" (Manu and Sriram, 1996). Hitala (2011) also defines strategic orientation as organization principles that drive and influence organization activity. Strategic orientation manifests the company culture and functions as the antecedent for organization practice and decision related to resource allocation and pursuit opportunities (Deshpande et al., 1993; Piłat, 2016). Different types of strategic orientations are not mutually exclusive (Gatignon and Xuereb, 1997). Resource orientation means that companies have to be able to mobilize its resources in a valuable and useful way. A unique, rare, and non-imitative resource will be a competitive advantage if the company can manage them strategically (Grant, 2002; David, 2001; Muafi, 2017). Several research findings have proven that when companies successfully implement market orientation, then they can produce superior innovation and a bigger success of new products (Deshpande and Webster, 1989; Kohli and Jaworski, 1990; Mahmud et al., 2017; Dabija et al., 2017). According Ključnikov and Popesko (2017) the export orientation of enterprises represents an important attribute of the enterprises' competitive ability. In this context, the area of export financing becomes a very important field of company management (Kozubíková et al., 2017; Ključnikov and Belas, 2016).

In relation with entrepreneurial orientation, it means that the company is oriented to be the first in the market in innovation, has the courage to take risks, always be proactive (Lumpkin and Dess, 1996; Kozubíková et al., 2017), and have the principal to identify and exploit opportunities (Lee and Chu, 2011). Nevertheless, the company's chairman must keep pushing its organization so that all members in the organization have the orientation to continue to learn. This is important because without having the right learning orientation, the company will not be able to implement the organization strategy that has been formulated. If the leader of the company can utilize the existing resources to support the creation of effective organizational learning and can embrace and understand individuals within the company to organize organizational learning, then organizational learning in the company can work better (Imran et al., 2016) so

that it will be useful for a better future (Schein, 1996; Ali Taha et al., 2016). Rose et al. (2010) in her research proves that resource orientation of the company will be able to improve the efficiency and effectiveness of the organization. Some empirical studies have proven that strategic orientation will affect organizational innovation and organizational performance (Obeidat, 2016; Reulink, 2012).

- H1. Environmental Uncertainty (UE) has a significant positive effect toward Resource
- H2. Environmental Uncertainty (UE) has a significant positive effect toward Market Orientation (MO)
- H3. Environmental Uncertainty (UE) has a significant positive effect toward entrepreneurship orientation (EO)
- H4. Environmental Uncertainty (UE) has a significant positive effect toward learning orientation (LO)
- H5. Research Orientation (RO) has a significant positive influence toward Organizational Innovation (OI)
- H6. Market Orientation (MO) has a significant positive influence toward Organizational Innovation (OI)
- H7. Entrepreneurial Orientation (EO) has a significant positive influence toward Organizational Innovation (OI)
- H8. Learning Orientation (LO) has a significant positive influence toward Organizational Innovation (OI)

### 3. Research Methodology

This research was conducted on the three largest cement companies with the largest market share in Indonesia. These three companies are required to continue to increase their sales revenue although the current level of competition is very tight. The emergence of several foreign cement companies to Indonesia (Lafarge–Holcim, Conch, China National Building Material and Heidelberg-Inocement) keeps these three companies constantly tidying up from all aspects, especially the aspect of product and service quality given to customers. The population of this research is all 705 managers in 3 large cement companies in Indonesia (top, middle, and lower manager). The sample of this research is 150 managers who work in three different regions in Indonesia, with the sample target of 165 respondents. The sampling technique is using proportional area random sampling. The result of the questionnaire that is proper to be processed and analyzed is 121 questionnaires. The scale technique is using 7 scale of Likert scale, from score 7 (very strongly appropriate/agree) up to score 1 (very strongly inappropriate/disagree). The statistical technique is using Partial Least Square (PLS). The result of validity and reliability test of the questionnaire shows that it is valid and reliable.

### 4. Research Result

From the results of the data, it can be seen that the majority of respondents are men (67%), age 42–47 years old (41%), working period of 8–14 years (51%), and have bachelor education (62). Table 2 shows that all of the 8 hypotheses path are significant with  $\alpha = 0.05$  and all proposed hypotheses are accepted (sign < 0.05).

Table 2. The Test Result of Inner Model

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	Sig.
1	UE → RO	0.849	0.851	0.025	34.048	0.000
2	UE → MO	0.567	0.572	0.060	9.380	0.000
3	UE → EO	0.424	0.437	0.084	5.064	0.000
4	UE → LO	0.481	0.488	0.061	7.822	0.000
5	RO → OI	0.308	0.300	0.059	5.258	0.000
6	MO → OI	0.264	0.261	0.063	4.164	0.000
7	EO → OI	0.252	0.263	0.062	4.082	0.000
8	LO → OI	0.239	0.241	0.062	3.872	0.000

### 5. Discussion

The cement industry in Indonesia is mostly faced with a very high environmental uncertainty. The three main concerns for managers in the cement companies in Indonesia are; intensity of competition, construction growth, and government regulations. The emergence of foreign cement companies to Indonesia make the domestic cement companies have to struggle and have the agility in capturing the existing opportunities. However, the characteristic of local communities and local culture are become the entry point for the domestic cement companies to be agile and fight smartly in searching new markets and maintaining existing markets (Kustiyadji, 2014). The market outside Java becomes a market that can be used as an alternative to be targeted besides the market in Java that is still very large. It cannot be denied that the previous research result found a unique result, which is the people around the company's location still love to buy cement products with brands that they already know since childhood (Hidayat, 2003; Kustiyadji, 2014). An area where the cement company is located and the area around the company that has no other cement company (referred to as 'main market') has a very loyal market share with the brand of cement company where the people live (Hidayat, 2003). However, the company must remain focused in improving a good service quality both

in the main market and outside the main market. In order to maintain loyal customers, there are various efforts that can be done, for example: fostering, binding, and maintaining loyal customers so that they will continue to conduct repeated transaction and it can affect toward the company performance, both short and long term (Parasuraman, et al., 1985; Zeithaml, 1981). D'Aveni (1994) also adds that the aspect of fixed price war is recommended if the company is faced with a very tight competition dynamics. Therefore, serious efforts are required to overcome the competition intensity by seeking new alternatives outside the main market that has been handled, for example, by strengthening the brand equity outside the main market, competing with competitive price with the competitor companies in the main market, and maintaining market prices in the main market (Hidayat, 2003), and also provide excellent services. These efforts should be supported by strong ownership of resources, capital, technology, and raw material that are still depend on local government regulations and policies.

Resources are still become very valuable asset for companies, especially cement companies. Companies should have unique resources and capability, be different and dynamic because it will be able to improve business performance and organizational innovation (Muafi, 2017; Barney, 1991; Rathinam, 2017). Processed resource must synergize each other to make organization have a high bargaining power if it can process and manage it to be more valuable (Reulink, 2012). Environmental damage that is volatile and hostile requires organization to have a strong organizational agility especially in mobilizing and synergizing their resources to increase business growth. Resource orientation is important for the company manager to empower their resources to be more strategic, highly valuable, and innovative (Reulink, 2012). This is required to meet the market demands that is more dynamic and grow quickly. The industry 4.0 requires the cement industry to have an effective and efficient business model (Ślusarczyk, 2018).

Narver and Slater (1990) emphasize that market orientation must be implemented in a balance way so that the customer can be satisfied and the company performance can increase. Besides customer orientation and competitor orientation, company also have to coordinate between functions in a way; resource and information distribution to all existing business functions and units, all resources must be integrated with company strategy, and must contribute to create customer value. In relation with entrepreneurship orientation, Covin and Slevin (1989) suggest that companies continue to implement an effective management practice. Managers must have proactive behavior, autonomy, risk-taking, innovativeness, and competitive aggressiveness. This is because managers' behavior will be able to increase the growth of company business and organizational innovation (Covin and Slevin, 1989; Muafi, 2009b). All members of organizations and managers must also have shared vision, commitment to learn, and open mindedness orientation to achieve the goal of the organization. Hurley and Hult (1998) emphasizes learning orientation as a precursor in explaining the company culture into innovation. Organizational learning is considered as a process where the organization change or modify their mental models, process, rules, behavior, or knowledge (Chiva and Habib, 2015). The culture of organizational learning needs to be created because it is a factor that can improve organizational innovation, company performance, and individual performance in the company. This needs a strong and consistent commitment from all stakeholders to maximize the capability in the digital transformation of industry 4.0. Cement companies must have a high entrepreneurship and continue to do a learning process continuously, especially from technological aspect. This is because in the future, all products and services offered by competitors are based on technology. The technology that is offered should be effective in the use of time or cost allocation, so that the company can produce and offer their products and services efficiently and effectively. The impact is that the products and services that are offered can be cheaper but still have a good quality and can compete in domestic and foreign market.

The limitation of this research is the research object that is too narrow, because it is only test three biggest objects of the cement companies, so it is feared to be not really able to generalize cement companies in Indonesia. The managers of the cement companies that are researched should be taken by considering work experience and age because those are related to the strategic decision making of the company. For future research, researcher should use a thorough in-depth interview, so that they can use mix method approach (quantitative and qualitative). Besides, it is better to use longitudinal method instead of cross section, so that the result can be more accountable, because it includes the aspect of strategic decision making in a big company

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