



THE PARADOX OF ORGANIZATIONAL ROUTINE AS AN ENABLER TO SHAPE STRATEGIC AGILITY IN MEDIA INDUSTRIES IN INDONESIA, TO ACHIEVE PERFORMANCE IN ENVIRONMENTAL UNCERTAINTY

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Abstract

The aim of this paper is to find out what the media firms in Indonesia should do to shape strategic agility in order to achieve their performance and to survive in radical changing and environmental uncertainty in media industry. To mention a few; value chain shifting from printed version to digital online, evolution pattern in news production, distribution, selling, and business model reformulation for revenue gain and competition within multisided group of competitor, readers and advertiser.

As high level dynamic capability of organizational routine in the Ostensif part "know that" and the performative part "know how", repetition are one of routine part as recognizable and interdependent pattern of action among multiple participants that served as important rules to ensure every journalist keep up to work on their ethical standard, moral and procedures in producing news, moving pictures, animated scenes or advertising content. These recognizable patterns of action that involves determining one's needs and customized specific activities for particular project and goals will allow firm to "perceive early, decide quickly, and strike with strength and speed" (Doz and Kosonen, 2008) and it would enable the organization to reach their strategic agility in customer, operational and partnering agility (Sambamurthy et al., 2003).

Using questionnaire and semi structure interview with 60 business units and function's manager and its' second layer from 15 media firm and using Smart Partial Least Square for measurement and structural fit modelling, the result indicated an interesting paradox that organizational routine is enabler factor of strategic agility, that important as an antecedent of organizational performance.

Keywords: Routine, Strategic Agility, Performance, Media.
