

DIGITAL LEADERSHIP IMPACTS ON DEVELOPING DYNAMIC CAPABILITY AND STRATEGIC ALLIANCE BASED ON MARKET ORIENTATION

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Abstract: In-depth study on the role of leadership, particularly digital leadership on the creation of strategic alliances and dynamic capabilities have not been explored. Hence, this paper examines the roles of digital leadership in developing strategic alliance and dynamic capability based on the market orientation. It is put forward that digital leadership behaviors have a stronger influence on the development of strategic alliance in order to drive dynamic capabilities based on market orientation. A quantitative method was used, comprising 88 senior leaders of Indonesian telecommunication companies. Purposive sampling method was used with the Smart PLS statistical tool. The findings confirm the direct and indirect significant effects between digital leadership and the development of strategic alliance and dynamic capabilities based on market orientation. The study has practical implications to take priority in developing digital leadership to enforce the transformation. The limitations of the study are identified to be the sample, time and statistical tool used, hence longitudinal study is suggested in the future with a more extended sample quantity and time frame.

Keywords: Digital Leadership, Dynamic Capabilities, Strategic Alliances, Market Orientation

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Introduction

Industry 4.0 that is highly dominated by the role of digital technologies have driven the change of paradigm in the business practice and business model (Ślusarczyk, 2019; Victor et al., 2018; Liu, 2018). Firms form alliances to leverage the capabilities and fulfil the capability gap to drive sustainability (Velu, 2015). The critical part of the firm's success in the alliance with partners is matching the company criteria in terms of culture, decision making process and system in integrating existing assets (Loukil, 2017). The disruptive era with digital technology imposes the market and customers to become more complex. This forced complexity within the market is also known as Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). The firms are required to have an orientation on the market and customers, while another challenge is to manage alliance

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capability with partners. According to Zahra, Sapienza, and Davidsson (2006), in an entrepreneurship environment that deals with a complex and volatile environment, the firm shall apply dynamic capabilities in its practice, including the flexibility to form dynamic alliances with partners). The impact of digital technology on leadership behaviour have also turned the environment and capabilities into becoming more dynamic. This has also resulted in digital leadership, which is a leadership behaviour in the digital era that is combined with a leadership style that utilizes digital technology (Zhu, 2015). This study focusses on an examination on the role and influence of digital leadership within the alliance capability to perform. This also include firms with dynamic capability-based market orientation as a distinct operational capability and determinant in the relationship to support the alliance success.

The past studies have not found clear evidence of neither direct or indirect implications of dynamic capability in relation to performance. Meanwhile, some have found that dynamic capability does have an indirect influence on operational performance (Helfat and Peteraf, 2003; Sapienza et al., 2006; Khan and Adnan Hye, 2014) and others suggest that dynamic capabilities does have a direct influence on firm performance (Lin and Wu, 2014). Previous study has not been explored the empirical study on development of dynamic capability to base on alliance capability. The same case for the influence of digital leadership and market orientation on the context of digital transformation.

It is argued that in the digital era, the firm that focuses on market orientation and has digital leadership based on market orientation would have either a direct or indirect effect in the formation of alliance capability in the development of dynamic capability. Market orientation is defined as an organization culture where it could be more effective and efficient in creating superior value of buyers to achieve superior performing firms (Narver and Slater, 1990). Market orientation in the context of organization means the customers has to be well known by firms, as part of market intelligence where customer information is disseminated across organization units (Protcko and Dornberger, 2014; Khan and Ali, 2017). Its development as part of organization culture could be driven from manager or leader positions of the firm. Especially in the context of the digital era, the role of leadership becomes a critical factor in the development of alliance capabilities (Schweitzer, 2014). Leadership in digital era is the combination of leadership competence and capability to optimize the use of digital technology (Sandell, 2013). In practically, the study the implementation of digital leadership has discuss significantly on development dynamic environment, like the use in Lego case (El Sawy et al, 2015; Khan et al., 2018), Small Medium Enterprise case (Meier et al., 2017; Liu and Dejphanomporn, 2018). However, empirical study on how digital leadership directly or indirectly influences market orientation, alliance capability, and dynamic capability has not been explored intensively. Hence, this study aims on examining the influence of digital leadership in 'capability-building' in terms of

organization behaviour (market orientation, alliance capability and dynamic capability) in order to have sustainable capabilities.

Literature Review

Digital Leadership

Digital leadership is a leadership style of an organization that requires a core competence in communication, computing, content and telecommunication in order to contribute towards the development of society's knowledge, which is done by optimizing the use of digital technology (Goethals et al., 2002). It is also a critical part to drive the transformation towards better digital capabilities of firms (Oberer and Erkollar, 2018). The development of digital leadership consists of an integration of culture and digital competence to utilize digital technology as part of the leadership style to generate value to the firm. Due to the digital nature where information can be easily accessed globally, real time, and transparently, leadership styles in the digital era have developed the following characteristics: (1) creative, (2) deep knowledge (3) strong networking and collaboration, and (4) loyal participation via vision (Toduk and Gande, 2016). Zhu (2015) also found similar characteristics of digital leadership, suggesting the leadership style to be (1) creative, (2) thinkers, (3) globally visionary and willing to collaborate, are (4) inquisitive leaders and are also (5) profound leaders. The five dimensions according to Zhu are also used as a base for this study.

Dynamic Capability

Dynamic capabilities are created because of the enhancement of studies in a resource-based view to anticipate the complex and dynamic environment. In order to address the organization capability to adapt with the shift from the existing routine resources, processes, products and services to the new capabilities (Helfat and Peteraf, 2003; Schoemaker et al., 2018). Dynamic capability emphasizes the resource capabilities of an organization that can be created, extended and modified to align with the changes to create a new transformation paradigm (Salunke et al., 2011; Haseeb et al., 2019). The transformation can be done by integrating, building and reconfiguring competencies as part of sensing, seizing and transforming (Eisenhardt and Martin, 2000; Teece et al., 1997). The capability development within dynamic capability consists of adaptive capability, strategic capability, management capability and innovation capability.

Alliance Capability

Building up alliance in the history of management requires a special capability of the organization to cooperate with other partners in order strengthen the position of participants, also known as alliance capabilities (Eisenhardt and Martin, 2000). The coordination and integration of knowledge and resources to achieve a common goal has become critical for an alliance to succeed (Kapmeier and Struben, 2017; Schweitzer, 2014). Previous studies have found that an alliance is a source of competitive advantage (Kapmeier and Struben, 2017; Wasono et al., 2018). However, there are still some potential risks associated with the forming of an

alliance that could lead to a break-up (Ulijn et al., 2013). The biggest reason behind alliance failures is in regard to the relationship and maintenance of governance to build trust with partners (Kapmeier and Struben, 2017; Wang et al., 2008). The lack of trust may lead to a lot of confusion, leading to failure to achieve common objectives. This study uses the dimensions of alliance capabilities according to Cravens and Piercy (2013), in which alliance capabilities consist of customer alliance, supplier alliance, lateral alliance and internal alliance.

Market Orientation

An organization's market orientation explains its behavior that focuses on the market in all activities related to the development of products and services (Narver and Slater, 1990). There are two organizational concepts in market orientation according to the behavior and cultural approach (Gaur et al., 2011). The behavior approach emphasizes on the organization style in delivering products and services to increase customer engagement and experience (Kohli and Johnson, 2011), whereas the cultural approach focuses on the belief and value proposition of the organization to set customers as the first priority. In the marketing orientation concept, the organization has the intelligence and ability to adapt capabilities based on customer and market information to generate response to the market. The response is done based on the given information, aiming to enhance the firm's performance. Hence, organizations that are based on market orientation has three intelligence capabilities, including intelligence dissemination, intelligence generation and intelligence responsiveness (Amfo et al., 2018)

Hypothesis Development

Previous studies on the relationship between leadership and market orientation has found that leadership does have an influence on market orientation as part of organization behaviour (Özşahin et al., 2013) in the digital era, while another study has found a relationship between digital leadership and market orientation. Based on the literature review, the hypothesis is formulated as the following:

H1: *Digital leadership has a significant impact on market orientation in the Indonesian telecommunication industry.*

Leadership contributes significant influence in maintaining the stability of alliance capabilities as found in previous studies (Judge and Ryman, 2011), which is also applicable in the digital era. These findings lead to the formulation of the following hypothesis:

H2: *Digital leadership has a significant impact on alliance capabilities in the Indonesian telecommunication industry.*

Market orientation has been found as a critical part in enhancing alliance capability, especially in marketing alliance (Wilson et al., 2014), which is also relevant in digital era. This becomes the base for the third hypothesis, which is formulated as the following:

H3: *Market orientation has a significant impact on alliance capabilities in the Indonesian telecommunication industry.*

The role of leadership in developing dynamic capability was found to have a significant influence (Schoemaker et al., 2018; Schweitzer, 2014), hence the hypothesis is formulated as the following:

H4: *Digital leadership has a significant impact on dynamic capability in the Indonesian telecommunication industry.*

Market orientation has been found as a part of dynamic capability of organization behaviour (Hou, 2008), hence shaping the following hypothesis:

H5: *Market orientation has a significant impact on dynamic capability in the Indonesian telecommunication industry.*

Alliance capability has been found to have a significant impact on driving dynamic capability (Anand et al., 2010; Kapmeier and Struben, 2017). The study leads to the formulation of the following hypothesis related to the relationship between innovation management and dynamic capability:

H6: *Alliance capability has a significant impact on dynamic capability in the Indonesian telecommunication industry.*

Figure 1 illustrates the research model of this study.

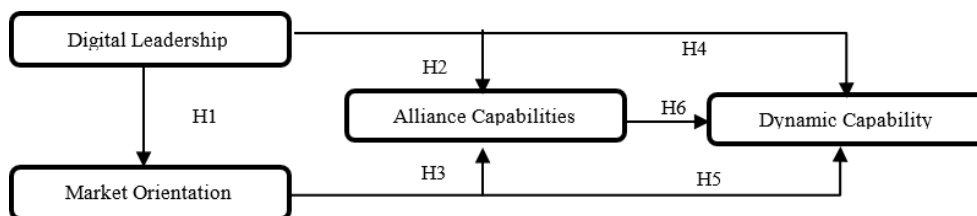


Figure 1. Research Model

Methodology

This study employed quantitative research through a survey using questionnaire Surveys and questionnaires were distributed to the sample which were selected using purposive sampling methods. The observed sample was made up of senior leader position holders of an Indonesian telecommunication company, which includes manager positions and higher. The survey was conducted from November 2017 until January 2018. According to Hair et al., (2014) the minimum sample size required is 52 respondents for a model with an endogenous construct with 2 arrows directed, 0.05 significance level, 80% statistical power and minimum R2 = 0.25. The sample for the current study had 88 respondents, which is higher than the recommended sample. 75% of respondents were Manager and General Manager level and the rest 25% were VP and Board leaders. 88% respondents were men and 12% were women. 83% respondents come from network provider firms, while 17% from service provider firms. Data were collected via self-assessment through an online questionnaire and distributed through messenger, WhatsApp, Telegram and email. Since there is limited data sample, the statistical tool for analysis is SmartPLS.

Result and Discussion

Evaluation of Measurement

Validity and reliability are measured based on the following parameters: Cronbach alpha to test reliability with minimum threshold 0.7, Composite Reliability with minimum threshold 0.7 and Average Variance Extracted (AVE), expected to be more than 0.5. The results show as the following:

Table 1. Construct's Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Digital leadership	0.972	0.974	0.975	0.675
Deep Knowledge	0.913	0.916	0.939	0.794
Global Vision and Collaboration	0.931	0.933	0.951	0.830
Inquisitive	0.945	0.946	0.960	0.858
Thinker	0.915	0.915	0.946	0.854
Creative	0.872	0.875	0.912	0.723
Market Orientation	0.951	0.956	0.956	0.553
Intelligent Dissemination	0.791	0.821	0.866	0.622
Intelligent Generation	0.876	0.879	0.907	0.619
Responsiveness	0.920	0.927	0.935	0.646
Alliances Capabilities	0.959	0.960	0.964	0.709
Customer Alliance	0.857	0.859	0.933	0.875
Internal Alliance	0.948	0.949	0.975	0.951
Lateral Alliance	0.922	0.925	0.945	0.812
Supplier Alliance	0.908	0.912	0.943	0.845
Dynamic Capabilities	0.959	0.962	0.964	0.657
Adaptive Capabilities	0.917	0.918	0.948	0.858
Innovation Capability	0.817	0.826	0.892	0.734
Management Capabilities	0.915	0.922	0.940	0.797
Strategic Capability	0.851	0.865	0.900	0.694

All construct reliability indicate that all latent variable and dimensions have t-value is higher than 1.96 with a p-value of less than 0.05, it means it is valid and reliable.

Structural Model (Inner Model)

On a blindfolding score result, the Q2 for the alliance capability has a score of 0.499, it means that the structural model has adequate predictive relevance with the complete figure of the research model shown in Figure 2.

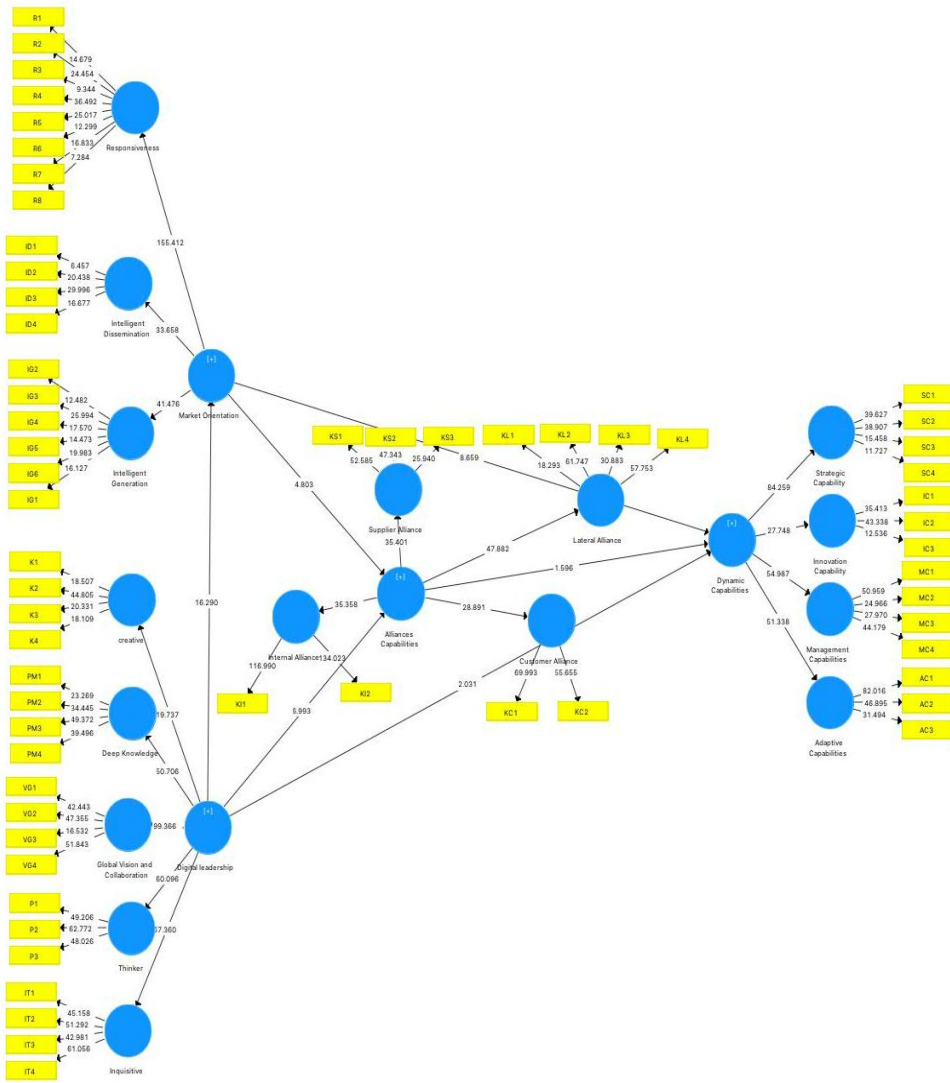


Figure 2. The Complete Research Model

Hypothesis Testing

The results of the partial testing are shown in Table 2.

Table 2. Partial Hypothesis Testing

	Path	Standard Deviation	T Statistics	P Values	Remarks
Alliances Capabilities → Dynamic Capabilities	0.152	0.093	1.636	0.102	not supported
Digital leadership → Alliances Capabilities	0.556	0.079	7.028	0.000	Supported

Digital leadership → Dynamic Capabilities	0.189	0.089	2.129	0.033	Supported
Digital leadership → Market Orientation	0.754	0.044	16.950	0.000	Supported
Market Orientation → Alliances Capabilities	0.376	0.079	4.776	0.000	Supported
Market Orientation → Dynamic Capabilities	0.639	0.073	8.758	0.000	Supported

Table 2 shows that digital leadership has a direct significant influence on market orientation, alliance capability, and dynamic capability. Whereas, market orientation has a direct influence on alliance capability and dynamic capability, and alliance capability has no significant impact on dynamic capability. Simultaneous test was conducted to assess the indirect effects of independent variables on the dependent variables. The result can be seen in Table 3.

Table 3. Simultaneous Hypothesis Testing Result

	Path	SD	T-Statistics	P-Values
Digital leadership → Market Orientation → Alliances Capabilities	0.283	0.059	4.798	0.000
Digital leadership → Alliances Capabilities → Dynamic Capabilities	0.084	0.052	1.640	0.101
Digital leadership → Market Orientation → Alliances Capabilities → Dynamic Capabilities	0.043	0.030	1.456	0.146
Digital leadership → Market Orientation → Dynamic Capabilities	0.482	0.061	7.942	0.000

Similar with the partial test results, the simultaneous test results in Table 3 shows that digital leadership has a strong influence on dynamic capability and alliance capabilities indirectly through market orientation.

Discussion and Implication

The study reveals that agility is still an issue in the development of dynamic capability based on alliance capability for incumbent firms (Loucks et al., 2015). Hence, the result shows that alliance capabilities do not have an influence on dynamic capabilities in the Indonesian telecommunication industry. However, incumbent firms still rely on the development of dynamic capabilities based on internal capabilities supported by market orientation behaviour. This finding supports the concept of alliance based dynamic capability, where the trust and relationship with partners become critical factors for incumbent firms to form dynamic alliance capabilities (Kapmeier and Struben, 2017) as shown in Figure 3.

The development of dynamic capabilities is emphasised by strong adaptive capability and management capability decisions. This finding supports the previous study on how dynamic capability could enable an organization innovation to sense market changes in detecting the weak signals, seize opportunities and threats to develop scenarios and mitigate potential risks. It could also transform the new paradigm and reshape the environment to be more dynamics in turbulence and dynamic environment (Schoemaker et al., 2018; Teece et al., 1997). In the digital era, navigating in a dynamic and VUCA environment requires special leadership that combines leadership capabilities and optimizes the use of digital technology as a part of the opportunity to enhance the top line and mitigate threats. Leaders must develop the individual capacity and competence to better manage uncertainties and lead organizations to adapt with strong dynamic capabilities. Leaders have to define the vision and growth lead towards the vision in the future. Findings of the study align with the phenomenon where the most important factor in digital leadership is global vision and collaboration followed by thinking and deep knowledge. This finding also supports Schoemaker et al., (2018) and Zhu (2015). Thinking and inquisition are related to the challenges and interpretations of the leaders to be able to sense market change and support the seizing of opportunities, as well as mitigating potential threats out of curiosity. The next capability that is required from digital leadership is deep knowledge, which is related to decision making based on the knowledge to provide digital technology support. In-depth knowledge is also demonstrated the leaders' continuous learning. The last capability is creativity, which is a very important capability in order to be able to unleash numerous business model innovations, especially in the digital era. The emergence of Internet of things (IoT) has enabled the connection of all industry parties. The combination of collaboration and virtual connectivity could effectively mutate a new paradigm and form a remarkable innovation.

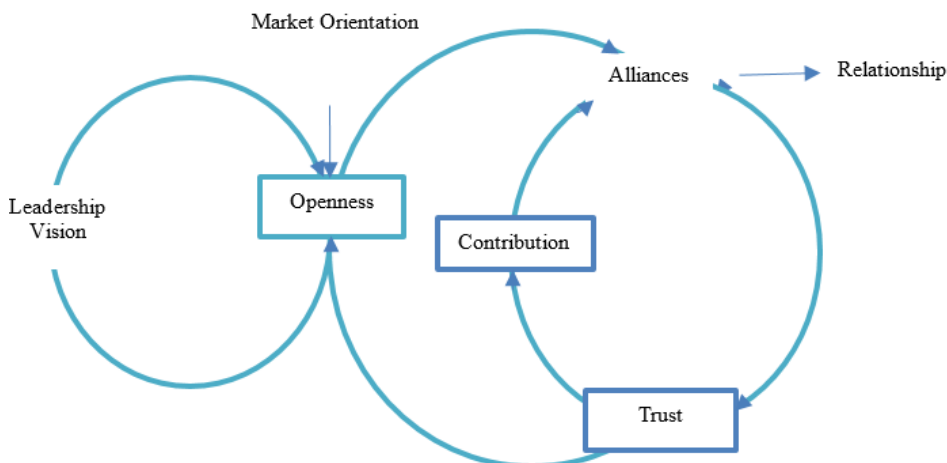


Figure 3. Dynamic Alliance Capability Framework (Kapmeier and Struben, 2017)

The previous study was discuss the general leadership in relation with decision making (Hamada, 2019) in relation with development of dynamic capability (Schoemaker et al., 2018) and strategic alliance (Schweitzer, 2014), where another study discussed in relation with transformational leadership (Abi and Arief, 2017), shared leadership (Sotarauta, 2005). This finding enriched the archetype of leadership in digital era where Digital leadership become a central factor in the development of dynamic capabilities that enables firm capability to transform into digital capability. Continuous learning to adapt to the changes also takes on a significant role in the development of digital leadership.

Conclusion

Digital leadership has a significant influence in driving market orientation, alliance management, and dynamic capabilities. However, alliance management also does not have a significant influence in the development of dynamic capability due to the potential failure of alliance with partners. This is in relation to the constraints around trust, culture and common goals. Hence, incumbent firms choose to develop dynamic capability by nurturing internal organizations that focus more on market orientation.

Limitation & Future Research

This study is an exploratory research that aims to explore the transformation model, hence it has limitation in term of sample, method and time, hence, for the future research, this study suggests some recommendation, such as: (1) using a larger size of sample, and it may be better for modelling and statistical analysis and application (2) using probabilistic sampling methods such as stratified random or cluster sampling (3) Longitudinal research should also be done.

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WPLYW CYFROWEGO PRZYWÓDZTWA NA ROZWÓJ DYNAMICZNEJ ZDOLNOŚCI I STRATEGICZNYCH SOJUSZY NA PODSTAWIE ORIENTACJI RYNKOWEJ

Streszczenie: Dotychczas nie przeprowadzono dogłębnej analizy roli przywództwa, w szczególności cyfrowego przywództwa w tworzeniu strategicznych sojuszy i dynamicznych zdolności. Dlatego też niniejszy artykuł analizuje rolę przywództwa cyfrowego w rozwijaniu sojuszu strategicznego i zdolności dynamicznych w oparciu o orientację rynkową. Postuluje się, że cyfrowe zachowania przywódcze mają większy wpływ na rozwój sojuszu strategicznego w celu napędzania dynamicznych zdolności opartych na orientacji rynkowej. Zastosowano metodę ilościową obejmującą 88 starszych liderów indonezyjskich przedsiębiorstw telekomunikacyjnych. Zastosowano celową metodę próbkowania za pomocą narzędzia statystycznego Smart PLS. Odkrycia potwierdzają bezpośrednie i pośrednie znaczące skutki między przywództwem cyfrowym a rozwojem sojuszu strategicznego i zdolności dynamicznych opartych na orientacji rynkowej. Badanie ma praktyczne implikacje, aby priorytetowo traktować rozwój cyfrowego przywództwa w celu egzekwowania transformacji. Ograniczenia badania są określane jako przykładowe narzędzie czasowe i statystyczne, stąd w przyszłości sugerowane jest badanie podłużne z bardziej rozszerzoną ilością próbek i ramami czasowymi.

Słowa kluczowe: przywództwo cyfrowe, możliwości dynamiczne, sojusze strategiczne, orientacja rynkowa.

数字领导对基于市场取向发展动态能力和战略联盟的影响

摘要: 尚未探讨对领导作用的深入研究,特别是数字领导在创建战略联盟和动态能力方面的作用。因此,本文考察了数字化领导在基于市场导向的战略联盟和动态能力发展中的作用。提出数字化领导行为对战略联盟的发展具有更强的影响力,以推动基于市场导向的动态能力。采用了一种定量方法,由88名印尼电信公司的高级领导人组成。目的采样方法与Smart

PLS统计工具一起使用。调查结果证实了数字领导与基于市场导向的战略联盟和动态能力发展之间的直接和间接重要影响。该研究具有实际意义,可以优先发展数字领导力以实施转型。该研究的局限性被确定为使用的样本,时间和统计工具,因此未来建议进行纵向研究,样本数量和时间范围更加扩大。

关键词: 数字化领导力,动态能力,战略联盟,市场导向。