

## **Determinants of Organizational Performance and its Implications on Sustained Competitive Advantage: Empirical Study in Indonesian Television Media Companies**

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### **ABSTRACT**

This research aims to analyze the effect of Organizational Culture, Top Succession Context, and Information Communication Technology Strategy on Organizational Performance, and their implication to Sustained Competitive Advantage. The methodology of this research was quantitative research with hypothesis testing for examining seven hypotheses. Populations were the 12 national broadcasting companies, which were located in DKI Jakarta, with sample size were 260 television workers. Data for this study were collected using questionnaires and SEM (Structural Equation Modeling) was employed for data analysis techniques. The results of this research in general there was the effect of Organizational Culture, Top Succession Context, and Information Communication Technology Strategy on Organizational Performance, Top Succession Context, Information Communication Technology Strategy, and Organizational Performance on Sustained Competitive Advantage of twelve television broadcasting companies of Indonesia. All of seven hypotheses which proposed in this research, six hypotheses were being given can be accepted, except Organizational Culture did not influence Sustained Competitive Advantage. Information Communication Technology Strategy as an independent variable was the strongest influence on Organizational Performance and Sustained Competitive Advantage. This research also provides discussion on the findings as well as limitations, theoretical and practical contribution, theoretical and managerial implications of the study, and suggestions for future research.

**Keywords: Organizational Culture, Top Succession Context, Information Communication Technology Strategy, Organizational Performance, Sustained Competitive Advantage**

### **INTRODUCTION**

One marker of the development of the era is the media. Even not one modern human being today can live without the media (Eastman and Ferguson, 2013). Entering the era of globalization, there have been significant changes in the media industry that are so fast with the adaptability of media companies that are slow to respond (Friedman & Mandelbaum, 2011). Media companies in the United States that are full of experience and have been around for decades have failed to respond to the changes and challenges in the twenty-first century (The Economist, August 24, 2006:2), and not a few of them have even gone bankrupt (Friedman, 2008). The failure of media companies in the United States in entering the digital era - the internet era where the limitations of space and time become so absurd (The Guardian, March 7, 2013:2), according to Friedman (2005) *The World is Flat*, is interesting to compare with media companies in Indonesia in facing challenges and opportunities in the same era.

Media in the era of globalization has become an inseparable part of civilization, namely the way of thinking, speaking, acting (Habermas, 2003). The question is, how does the media color our

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civilization. This question may be useful as a basis for reflection to rethink the strategic role of the media in the era of globalization (Stewart, 2007), both in print media and other media, in coloring public civilization after 71 years of Indonesian independence. There are three main points that are intertwined with each other. Media companies have grown rapidly, especially after the 1998 reformation, especially after the development of information and communication technology. However, its development seems to be heading towards oligopoly and concentration of ownership. Currently, twelve large media groups control at least 455 media channels in Indonesia, covering broadcasting, print, and online media (Nugroho et al. 2011). This kind of concentration is an inevitable consequence of the logic and interests of capital that drive the development of the media industry.

The question then is, whether the public character of the media is maintained with this centralization of ownership. Is the freedom to produce media content (for journalists), or the freedom to choose news content (for the public) still guaranteed? First, is the performance of this media company having a sustainable impact, having a sustained competitive advantage. When it comes to these issues, maintaining the public character of the media, especially the diversity of content and information, becomes so important and critical because of the risk of reduction. For example, the issue of media content. Not to mention the fact that the media prioritizes sensation rather than content accuracy. The 2019 election is another example of how the media has a role in dividing the nation through the sensation of polarizing political choices, while we know that politics is never black and white. Hopefully there is a new awareness now. The pretext of "freedom" in the media, both for journalists and the public, can become an empty shell if the public character of the media is not maintained and maintained. In the ICT era, we can no longer just accept and forgive human limitations, especially in terms of performance. Clear, fair, credible, and highly precise measurement or measuring tools are needed, where employee performance is measured by clear and accurate measurements is a necessity. Rewards and punishments are inevitably measured by the Key Performance Index (KPI), such as the Balance Score Card, Six Sigma, or other credible measuring tools. A strategy is needed that is continuously updated in the field of ICT, the ICT strategy of media companies that can have a positive impact on sustainable competitive advantage, in essence it can affect their sustained competitive advantage.

Second, this is perhaps central to the management of media companies, which are now expanding their reach from print media to other media, such as television and online, in this era of globalization, how media companies maintain their public character. Is the diversity of the socio-cultural-economic-political-legal context of this country, including and especially minorities, reflected in the news and content preferences. How media companies treat their journalists is not just a matter of Employment, but because of Commitment. How media companies view their readers and viewers, not only as consumers who must be served all their desires, but as citizens who have the right to get a variety of content and information and need to be educated in their tastes and media literacy.

Third, inevitably, the media must be oriented towards creating an educated society by providing quality information and providing public space for citizen participation. If and only if the media recognizes the citizen's right to information and works in a more public-oriented rather than elitist manner, it can be expected that the media can play a more significant role as a public medium. Today, society is forced to see the implications of media development on our public civility. Especially when this country is facing hopes for better changes under the new government.

Fourth, the role and quality of human resources are very important in anticipating the rapid progress

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of media information communication technology. The uniqueness of human resources compared to other resources is that humans are viewed from their productivity, it is not enough if only seen from the level of intelligence, skill level, or rank status, but are formed by the Culture in a company or organization where they work (Hofstede, 2016). Luthans (2001) explains that there are five factors that influence the performance of human resources, namely: 1) income, 2) coworkers, 3) opportunities to develop, 4) the work itself, and 5) supervision. Empirical studies have found that people tend to systematically promote their own group or organizational culture to others, and tend to overestimate their quality, although this phenomenon varies in degree among existing Organizational Cultures (Smith, Fischer, Vignoles, & Bond, 2013; Smith, Bond, & Kagitcibasi, 2006). Many researchers have stated that Organizational Culture can be the basis for adaptation and the key to the success of an organization or company, so that many studies have been conducted to identify values and behavioral norms that can make a major contribution to the success of the organization (Hofstede, 2016). Tika (2006) stated that the process of forming Organizational Culture goes through four stages, namely: 1) There is interaction between the leader or founder of the organization and groups or individuals in the organization; 2) From the interaction, ideas are created that are transformed into artifacts, values, and assumptions; 3) From artifacts, values, and assumptions will be implemented to form Organizational Culture; 4) In order to maintain Organizational Culture, a learning process is carried out for new members in the organization. Culture is also defined as an evolved capacity to adapt at the group or organizational level (Whitehead & Rendell, 2014). This ability to evolve is believed to be able to follow changes quickly and maintain sustainability stability.

Every human group or human organization does it, so that in organizational learning it provides profitable options to survive (Whitehead & Rendell, 2014), where Minkov and Hofstede (2014) call it reasonable from an Evolutionary Biology perspective. Murthy (2007) constructs that large organizations have three types of Culture, the first is: Dominant Culture is a dominant corporate culture that expresses views shared by the majority of members of the organization. In it there is a Sub-Culture, namely the characteristics of the corporate culture of units within the organization. The second is Strong Culture is a strong corporate culture that is widely and widely expressed by members of the organization. The third is Weak Culture, a weak organizational culture, which is reflected in the actions of the organization when executing the vision, mission, assumptions, and values of the organization.

Fifth, which is no less important in influencing the company's Sustained Competitive Advantage, is the role of leadership. Without a leader as a direction giver, an organization is just a collection of people and machines. Leaders have the task of organizing and motivating a number of people who have different attitudes, behaviors, and socio-economic backgrounds (Jiang & Probst, 2016). A company leader has a very strategic function, namely making decisions or policies related to achieving company goals (Christian, Bradley, Wallace, & Burke, 2009; Vredenburg, 2002; O'Dea & Flin, 2001). Christian, et al. (2009) in their research on worker performance and work related to climate concluded that rescue knowledge and rescue motivation are closely correlated with rescue performance behavior, followed by psychological rescue climate and group rescue climate. Meanwhile, Vredenburg (2002) who tested the level of six management practices in safety programs - management commitments, rewards, communication and input, selection, training, and participation - on employee safety in the hospital work environment concluded that overall, management practices can predict injury rates. Meanwhile, O'Dea and Flin's (2001) study stated that Participative Management is a crucial indicator of the culture of a rescue organization.

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Successful leadership will create an effective and efficient management system, meaning it can quickly change to adapt to the development of changing times, accommodating every change that has occurred or is occurring, appropriately, measurably, and at low cost (Clarke, 2013). Thus, the organization becomes an institution that has an open system, and not a closed system (Hofstede, 2011). Sixth, problems arise when the existing leadership is no longer able to accommodate the rapid changes of technological modernization. A leadership relay transition is needed, or a succession of leadership. The previous leader must have the will and sincerity to support the process of transferring leadership to the successor (Miller & Miller, 2006). The ability of the successor's top leadership in accepting the transfer of values and norms (Organizational Culture) is very necessary for improving organizational performance, and for the company's long-term sustainability (Sekarbumi, 2001).

## LITERATURE REVIEW

### A. Sustained competitive Advantage

Theory of Sustainability Management has several interrelated aspects of management and sustainability (Starik & Kanashiro, 2013). Figure 1. shows a system that expresses the proto-theory of sustainability management (Proto-Theory of Sustainability Management) will include several elements identified with the concept of systems, values, strategies, inputs, processes, outputs, inputs, and relationships to other systems (Starik & Rands, 1995; Rands., Ribbens., Casagrande., McIlvaine-Newsad, 2007). Systems-oriented values would emphasize connectivity, resource flows, internal/external boundaries and channels, and systems-oriented strategies would include selecting goods and services to help conserve and restore both ecosystems and socio-economic systems. From this proto-theory, sustainability management systems can ultimately be projected that will influence and be influenced by (at a minimum) political-economic systems, socio-cultural systems, and natural ecosystems (Starik & Kanashiro, 2013; Starik & Rands, 1995; Rands et al., 2007).

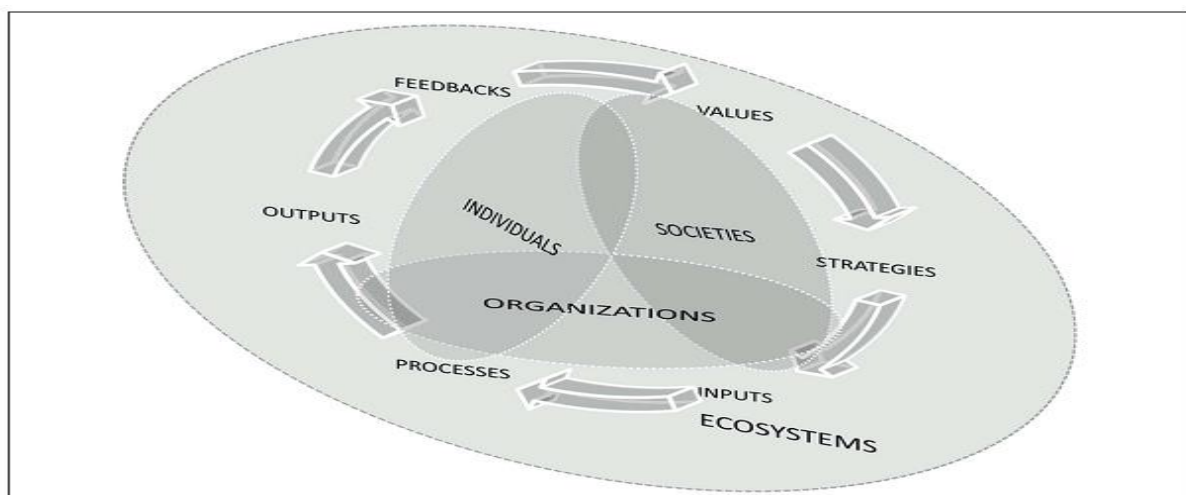


Figure 1. A Multi-Level, Multi-System Perspective of a Proto- Theory of Sustainability Management.

Source: Starik and Kanashiro (2013).

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## B. Organizational Culture

There are 12 indicators that are patterns of Organizational Culture norms, which are expected to be adopted by staff in carrying out their work, and in interacting with other units. The twelve indicators are: 1. Achievement. Members are expected to set challenging realistic goals and solve problems effectively. 2. Self-Actualizing. Members are expected to enjoy their work and produce high-quality products/services. 3. Humanistic-Encouraging. Members are expected to be more supportive, constructive, and open to influencing in dealing with others. 4. Affiliative. Members are expected to be friendly, open, and sensitive to group work satisfaction. 5. Approval. Members are expected to agree with others, get approval, and be liked by others. 6. Conventional. Members are expected to conform, follow rules, and give a good impression. 7. Dependent. Members are expected to do what has been explicitly instructed by their supervisors. 8. Avoidance. Members are expected to share responsibilities with others and avoid being blamed for mistakes. 9. Oppositional. Members are expected to gain status and influence by being critical and challenging one another. 10. Power. Members are expected to take control of one another and make decisions autocratically. 11. Competitive. Members are expected to operate in a win-lose framework and work against one another as a concern. 12. Perfectionistic. Members are expected to avoid making mistakes, work long hours, and excel at everything. Cooke and Szumal (2000) used a measurement tool called the Organizational Culture Inventory (OCI) which has been used on more than two million people globally (Human Synergistics International, 2012). This measurement tool is recommended internationally because its reliability and validity as an organizational research tool (Organizational Research Tool) have been recognized and tested. Furthermore, the OCI is presented in Figure 2.

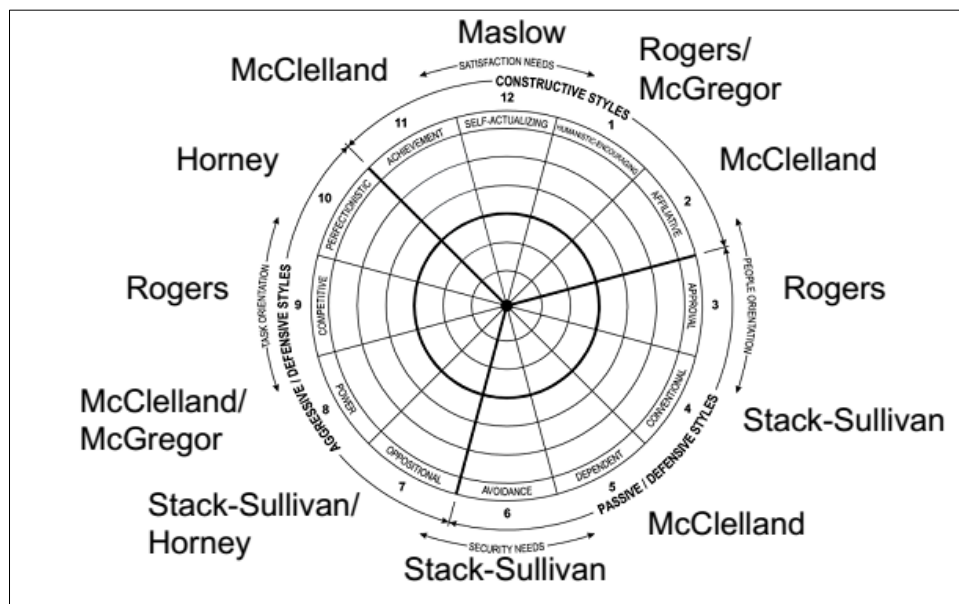


Figure 2. Organizational Culture Inventory Circumplex and Underpinning Research.

Source: Cooke dan Szumal (1993, 2000).

## C. Top Succession Context

Firm Competitive Advantage runs from context, process to performance. Furthermore, De Wit and Meyer provide a top leadership succession process model in three components: namely the succession

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context (Succession Context), the quality of leadership transfer (Quality Leadership Transferred), and the performance produced by the new leader from the succession (Succession Performance). The succession context is seen from the perspective of the previous CEO's intention (Predecessor Intention), as well as the successor's ability (Successor Ability) (Miller, D, 1993).

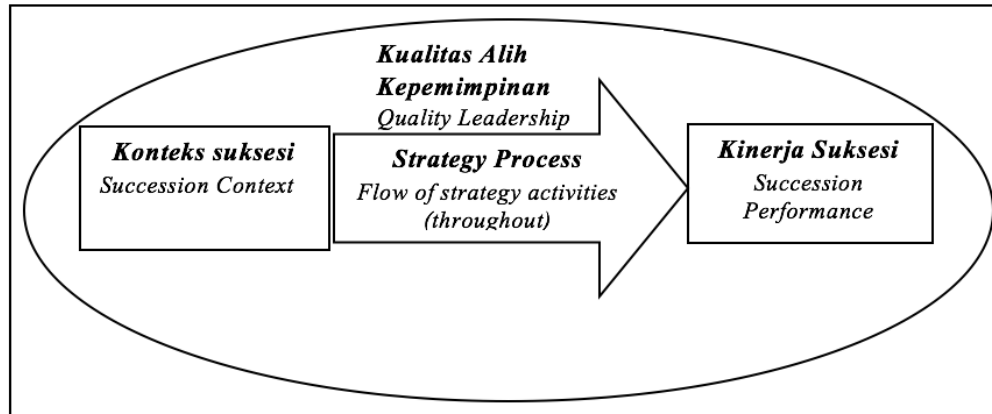


Figure 3. Fundamental Factors in Leadership Strategy.

Source: De Wit & Meyer (2004).

The three elements are:

- i. Succession Context, namely the context of leadership succession that seeks to achieve the company's goals by optimally utilizing strategic activities.
- ii. Strategy Process is the implementation of activities directed by strategy.
- iii. Succession Performance is the product of the performance of a strategy.

## **D. Information Communication Technology Strategy**

Entering the twenty-first century, more and more companies are realizing the great benefits and potential of information communication technology (ICT), and are investing large funds in ICT (Chi & Sun, 2015). Although quite successful and great progress has been made in the practice of Chinese corporate ICT projects, the overall situation is not optimistic, the failure rate of ICT projects remains high, and the actual income is far below the expected results of ICT projects (Chi & Sun, 2015). The relationship between ICT and competitive advantage has become the focus of academic attention and debate. Although many researchers have found that ICT investment contributes to helping firms gain competitive advantage (Wang, M.J., Zhang, W.Y. & Zhou, L.A. 2007). Since the early 1980s, the analysis of the relationship between ICT and competitive advantage has used the Market Based View Strategy, which argues that industry factors and external market orientation are the main determinants of firm performance (Bain, J. 1968; Porter, M.E. 1996). According to Bain's Structure-Conduct-Performance (SCP) framework (Bain, J. 1968) and Porter's Five Forces model (Porter, M.E. 1980), which are the two most famous theories in Market-Based View Strategy, many researchers believe that the widespread application of ICT will lead to intense competition among companies, and ICT can bring companies to achieve competitive advantage by improving their ability to take advantage of opportunities, turn threats into opportunities, and change their market position (Chi & Sun, 2015). Brynjolfsson and Hitt (1996) found that ICT can improve productivity and create substantial value for consumers. Furrer, O., Thomas, H. and Goussevskaia, A. (2008) concluded that the focus of research on competitive advantage has shifted from industry structure (MBV) to the internal structure of the

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company, with resources and capabilities. This strategy approach is known as the Resource Based View (RBV) (Barney, J. 1991), which draws attention to the firm's internal environment as a driver for competitive advantage and emphasizes the resources the firm has developed to compete in the environment (Chi & Sun, 2015). Applying Barney's (2007) valuable, rare, in-imitable, non-substitutable (VRIN) framework, it is possible to determine whether a resource is a source of Sustained Competitive Advantage (Barney, 1991).

According to Barney's VRIN framework (2007), ICT cannot bring sustainable competitive advantage and Replicability. However, if ICT can be tightly integrated with business strategy, organizational processes, and other internal and external resources, which have dependencies in steps or processes, ambiguous causality, and have social complexity, then it will be difficult to imitate and copy by competitors (Chi & Sun, 2015). Therefore, the study of the relationship between ICT and competitive advantage has great theoretical significance and important practical value to guide companies in using ICT to obtain sustainable competitive advantage. This study uses the concept of Chi and Sun (2015) in the application of ICT into media companies, in order to achieve high Organizational Performance, and has implications for the Sustained Competitive Advantage of media companies.

## **E. Organizational Performance**

Regarding Organizational Performance, the Resource Based View (RBV) theory states that companies must have a Sustained Competitive Advantage to achieve Superior Organizational Performance (Barney, 2007). Then Barney continued to have a Sustained Competitive Advantage, a company must be found to be Valuable, Rare, have Costly-To-Imitate Resources, and have Capabilities in the long term. The Resource-Based View theory emphasizes that tangible organizational resources are vital for superior business performance and sustainable competitive advantage (Galbreath, 2004; Fahy, 2002). Lippman and Rumelt (2003), and Kazozcu (2011) state that a company's physical and financial assets can drive high value for competitive advantage with minimal threat from competitor replication. Companies should focus on identifying and exploiting resources to neutralize threats. In the Resource Based Theory model (Barney, 2007), the strengths and weaknesses of a company are the unit of analysis within the company. The company is assumed to be a bundle of resources and capabilities, and the analysis of the return potential of these resources should be led one source or set of resources at a time. The Resource Based View of the company theory states that leaders can choose strategies to achieve a sustainable competitive advantage for the company, as long as the rules of the game in the industry remain relatively unchanged (Barney, 2007). The literature on RBV can be traced back to 1959, and the most influential was initiated by Penrose in *Strategic Management and Organizational Economics* (Penrose, 1959). Kor and Mahoney (2004) argue that Penrose directly or indirectly contributed to our knowledge of the creation of competitive advantage through interdependence and firm-specific operational processes and isolating mechanisms. However, as contested by Rugman and Verbeke (2004) Penrose concentrated more on firm growth and emphasis on profit maximization rather than on causality with resource use, which later contributed to the thinking behind RBV theory.

## **METHODOLOGY**

This research is included in the explanatory research category, namely research that explains the

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concepts and problems (phenomena) studied to determine the characteristics and relationships between phenomena and variables (causal relationships), and then explains the variables that cause the problems studied. Explanatory research aims to explain the relationship between research variables through hypothesis testing based on field data. The variables in this study are Organizational Culture, Top Succession Context, ICT Strategy and Organizational Performance towards Sustained Competitive Advantage. In this study, the relationships between variables are studied, in the form of causal relationships or cause and effect, through hypothesis testing. The hypothesis tested is the result of modeling based on established theories and models from previous studies. This study can also be called using a verification method, namely explaining and describing the relationship between the independent variable and the dependent variable, to then be analyzed to obtain the best study results (Sekaran & Bougie, 2021). In this study, the population used was employees working in national media companies in Jakarta, using nonprobability especially purposive sampling technique.

TABLE 1.  
THE TOTAL EMPLOYEES OF INDONESIAN MEDIA COMPANIES AS POPULATION.

No.	The Indonesian Media Company's name	Total Employees
1.	Media Televisi Indonesia (Metro TV)	1200
2.	Kompas TV	800
3.	MNC Group (RCTI, Global TV, MNC TV)	1050
4.	EMTEK (SCTV, Indosiar, O Channel)	2000
5.	Fisrt Media (Berita Satu TV)	1000
6.	Cakrawala Andalas Televisi (ANTV)	1200
7.	TV ONE	1300
8.	NET Mediatama (Net TV)	1100
9.	DAAI TV	200
10.	TVRI	6800
11.	RTV	750
12.	Transcorp (TransTV, Trans7)	2000
	Grand Total	19400

Source: Data processed from various sources (2023).

Data collection techniques using questionnaires, using a Likert scale of 1-5 with categories 1. Strongly disagree, 2. Disagree, 3. Neutral 4. Agree, and 5. Strongly agree with an interval measurement scale, data is processed using Structural Equation Modeling (SEM).

## RESULTS

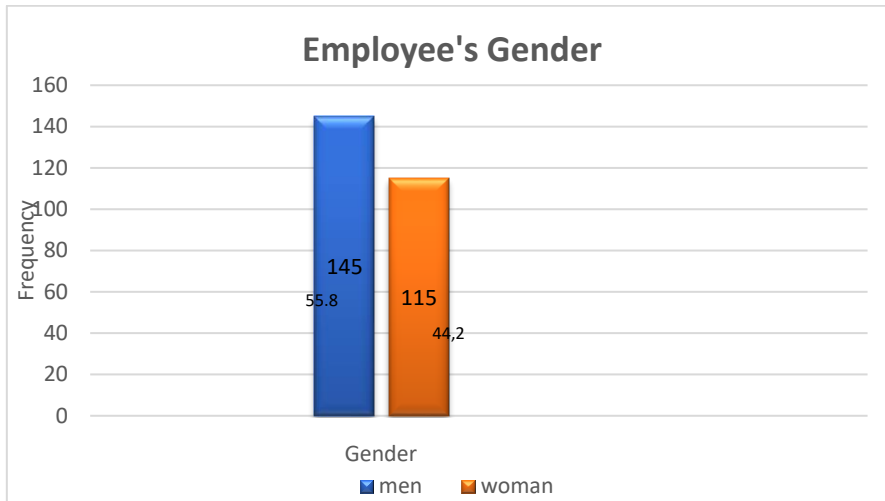
### A. Respondent Demographic Data

Based on the results of data collection through the distribution of questionnaires to television media company workers in Indonesia who were used as respondents, the characteristics of each respondent can be identified with the hope that this information can be used as input for CEOs of television media companies in Indonesia. The characteristics of the respondents that have been determined consist of five characteristics, namely (1) Gender, (2) Age, (3) Formal Education, (4) Length of Service, (5) Position/Rank.

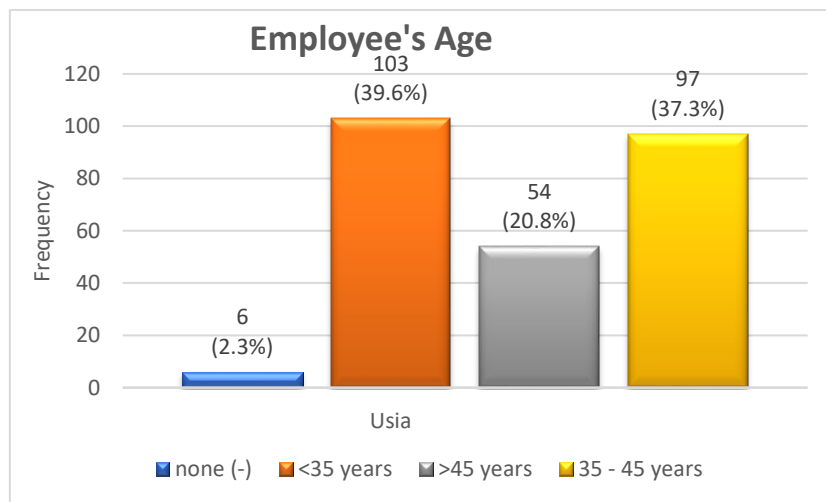


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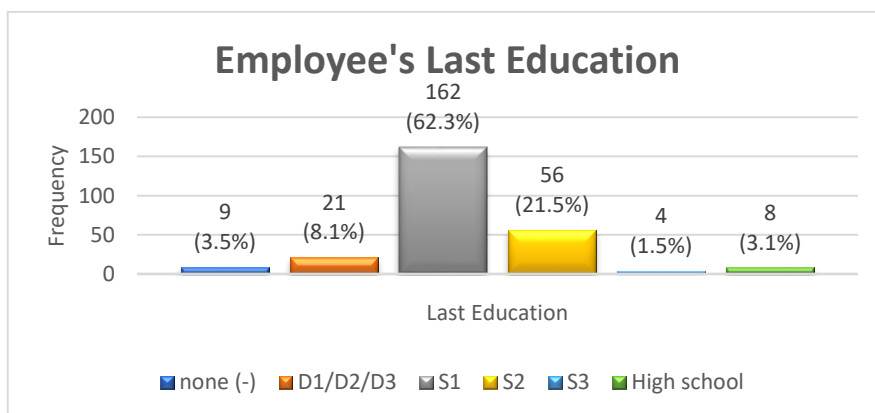
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Graph 1. Employee Gender.  
Source: Data processed using SPSS 22.0



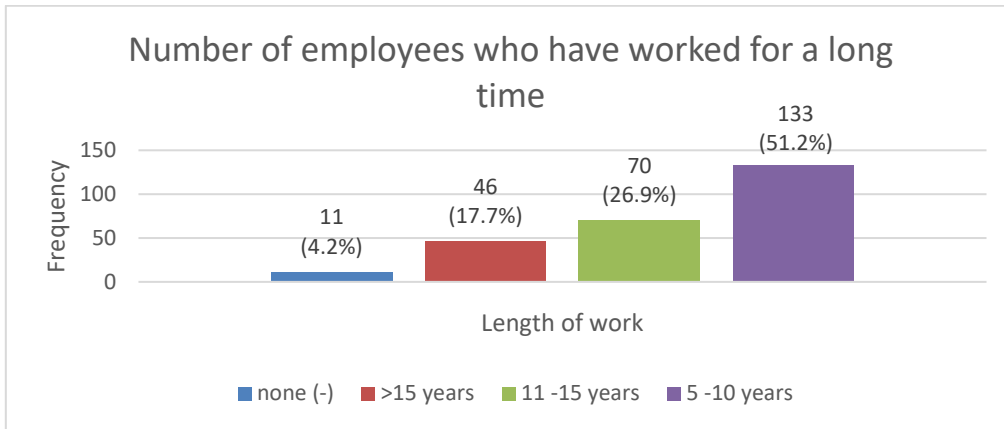
Graph 2. Employee Age  
Source: Data processed using SPSS 22.0



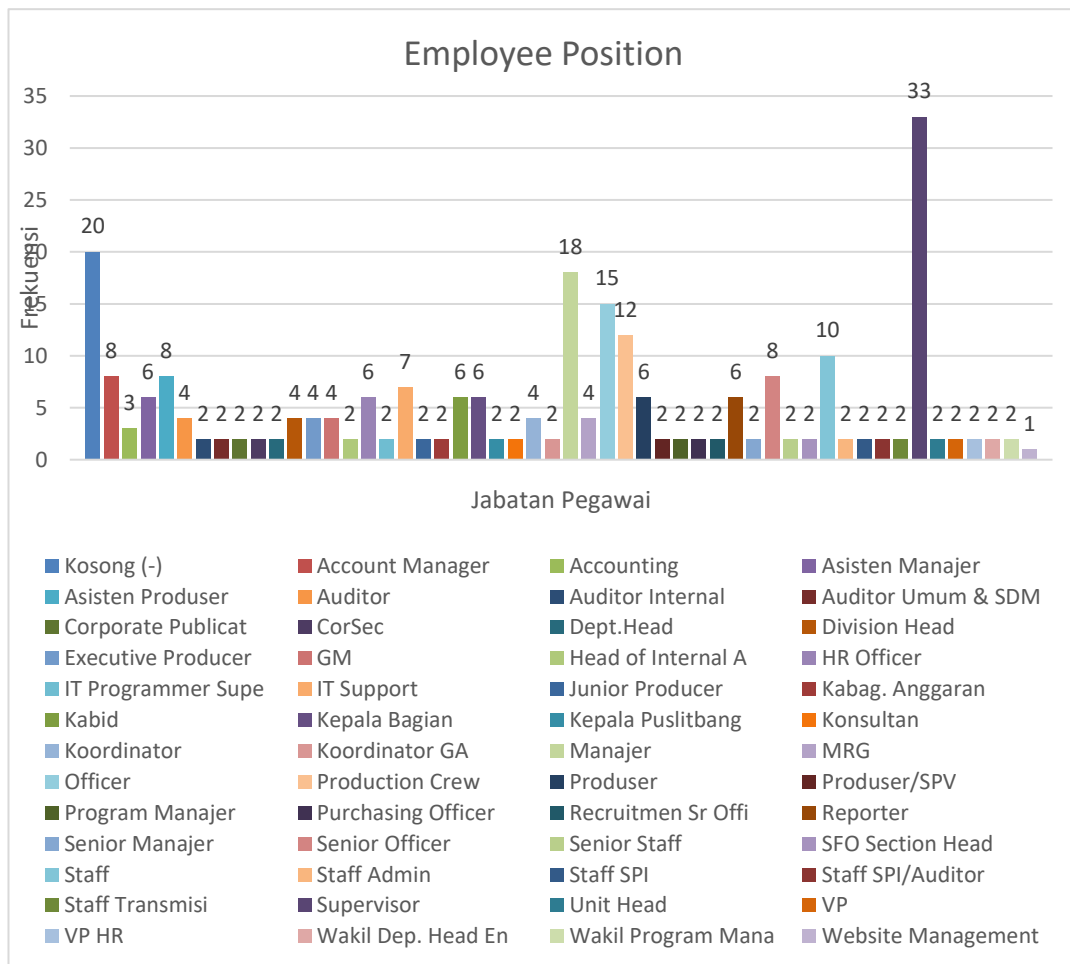
Graph 3. Last Education of Employees  
Source: Data processed using SPSS 22.0

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Graph 4. Number of Employees Who Have Worked for a Long Time  
Source: Data processed using SPSS 22.0



Graph 5. Employee Position  
Source: Data processed using SPSS 22.0

TABLE 2.  
SUMMARY OF CR AND VE VALUES

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Laten	Construct Reliability (CR)	Average Variance Extracted (AVE)	Result
Organizational Culture – People Orientation	0.92	0.50	Good
Organizational Culture – Goal Orientation	0.92	0.50	Good
Top Succession Context – Succession Context	0.87	0.68	
Top Succession Context – The quality of Succession Context	0.74	0.506	Good
Top Succession Context – Succession Performance	0.83	0.636	Good
ICT Strategy – ICT Resources	0.87	0.546	Good
ICT Strategy – Capabilities	0.91	0.638	Good
Organizational Performance – Financial Performance	0.84	0.52	Good
Sustainable Competitive Advantage – Society	0.83	0.56	Good
Sustainable Competitive Advantage – Individual	0.83	0.56	Good
Sustainable Competitive Advantage – Organizational	0.83	0.537	Good

Source: Data processed using LISREL 8.8.

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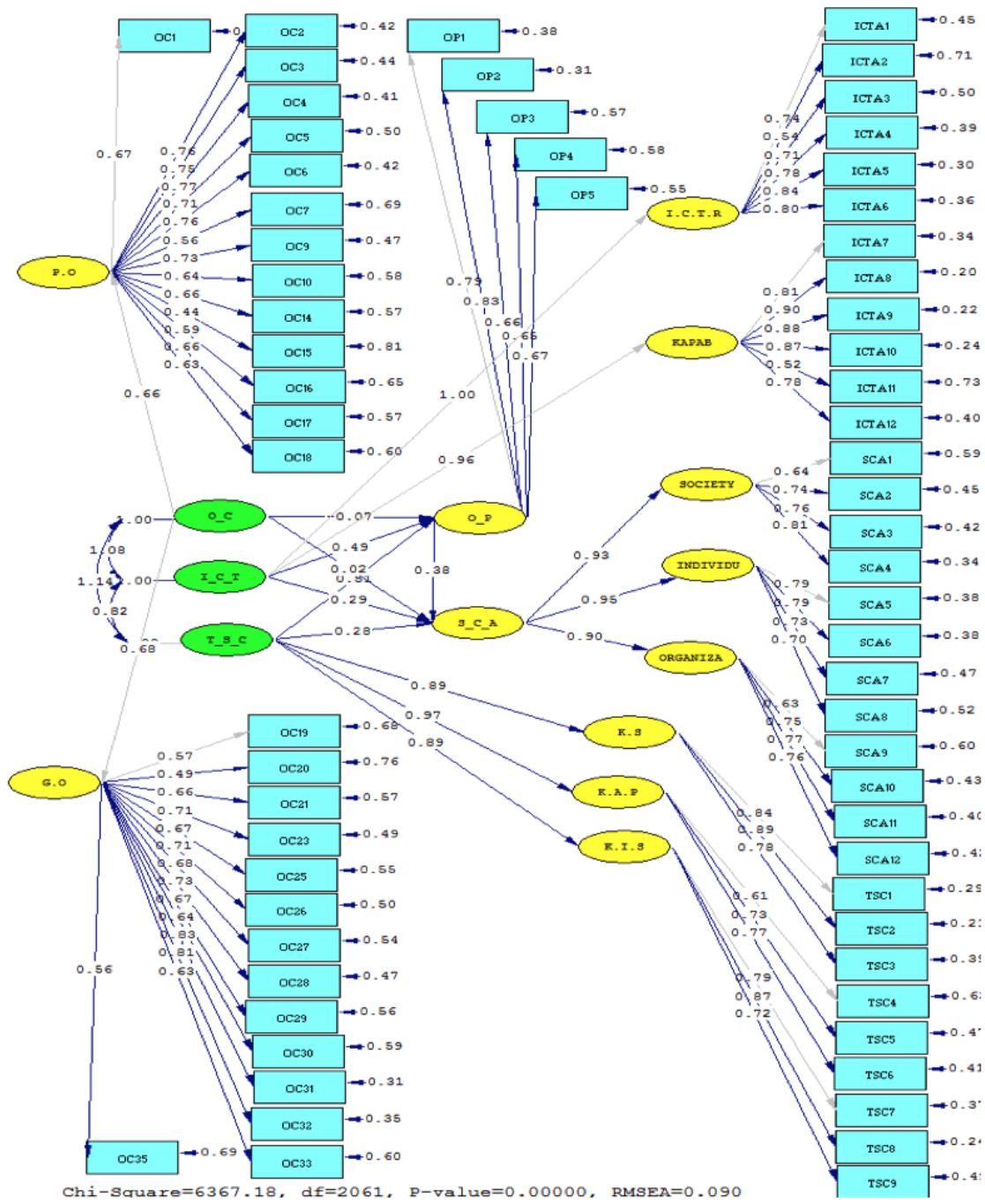


Figure 4. SEM Path Coefficient Model (Standardized).  
Source: Data Processed Using LISREL 8.8.

TABLE 3.  
STRUCTURAL MODEL COEFFICIENT EVALUATION

Path	Estimasi	t-value
Organizational Culture has a positive and significant influence on Organizational Performance	0.72	4.88

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Top succession context has a positive and significant effect on organizational performance.	0.51	4.93
ICT Strategy has a positive and significant effect on Organizational Performance	0.82	4.62
Organizational Performance has a significant effect on Sustained Competitive Advantage	0.38	3.40
Organizational Culture does not have a positive and significant effect on Sustained Competitive Advantage	0.064	0.33
Top Succession Context has a positive and significant effect on Sustained Competitive Advantage	0.28	2.89
ICT Strategy has a positive and significant effect on Sustained Competitive Advantage	0.48	3.11

Source: Processing Results with LISREL 8.8

TABLE 4.

RESULTS OF CALCULATION OF THE DIRECT AND INDIRECT INFLUENCE OF ORGANIZATIONAL CULTURE, TOP SUCCESSION CONTEXT, AND ICT STRATEGY ON SUSTAINED COMPETITIVE ADVANTAGE THROUGH ORGANIZATIONAL PERFORMANCE

Variable	Large Influence			
	Direct	Indirect	Description	Total
<i>Organizational Culture</i>	0.064	0.28	Melalui <i>Organizational Performance</i>	0.344 (t= 2.85)
<i>Top Succession Context</i>	0.28	0.20	Melalui <i>Organizational Performance</i>	0.48 (t=2.86)
<i>ICT Strategy</i>	0.48	0.31	Melalui <i>Organizational Performance</i>	0.79 (t=2.73)

Source: Processing Results with LISREL 8.8

TABLE 5.

HYPOTHESIS RESULTS

Hipotesis	Description	Result
H1	Organizational culture influences Organizational performance positively significantly	Supported
H2	Top Succession Context influences Organizational Performance positively significantly	Supported
H3	ICT Strategy influences Organizational Performance positively significantly	Supported
H4	Organizational Culture influences Sustained Competitive Advantage positively significantly	Not Supported

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H5	Top Succession context influences Sustained Competitive Advantage significantly	positively	Supported
H6	ICT Strategy influences Sustained Competitive Advantage positively significantly		Supported
H7	Organizational Performance influences Sustained Competitive Advantage significantly	positively	Supported

Source: data processed using LISREL 8.8.

## **DISCUSSION**

This study found that Organizational Culture has a positive and significant effect on Organizational Performance. The implication is that if Organizational Performance is to be improved, Organizational Culture needs to be improved. Efforts to improve Organizational Culture can be done by paying attention to and improving several elements such as; Companies are encouraged to implement and follow clear rules in delegating work to employees (conventional), management gives appreciation to employees who have worked well (conventional), and gives rewards to employees who work carefully, and who avoid mistakes in their work (perfectionist).

This study found that Top Succession Context has a positive and significant effect on Organizational Performance. The implication is that if Organizational Performance is to be improved, Top Succession Context needs to be improved. Efforts to improve Top Succession Context can be done by; The predecessor CEO must have the seriousness to transfer various experiences and knowledge to the successor CEO (succession context), the successor CEO must have the ability to accept the transfer of knowledge and experience from the predecessor CEO (succession context), The current CEO's competence should be to improve employee performance (succession performance).

This study found that ICT Strategy has a positive and significant effect on Organizational Performance. The implication is that if to improve Organizational Performance, then it is necessary to improve the effectiveness of ICT Strategy. Efforts to improve the effectiveness of ICT Strategy can be done with efforts; The company continues to maintain efforts to have an ICT system process that is impossible to imitate by other companies (in-imitable), The company should develop efforts to have the ability of an ICT system that is difficult to imitate by other companies (inimitable).

This study found that the influence of Organizational Culture on Sustained Competitive Advantage is not significant, either directly or indirectly with Organizational Performance as a mediating variable. The implication is that if Sustained Competitive Advantage is to be increased, then improvements in Organizational Culture and Organizational Performance are needed. Efforts to improve Organizational Culture and Organizational Performance can be done through efforts; companies must have innovations that create added value, companies should provide appreciation and awards in the form of bonuses or rewards to employees who have worked neatly and perfectly.

This study found that the influence of Top Succession Context on Sustained Competitive Advantage is higher with Organizational Performance as a mediating variable. The implication is that if Sustained Competitive Advantage is to be improved, Top Succession Context and Organizational Performance are needed. Efforts to improve Top Succession Context and Organizational Performance

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can be done with efforts; the successor CEO has the sincerity to be able to improve employee performance, the predecessor CEO has the sincerity to transfer knowledge, competence and experience to the successor CEO.

This study found that the influence of ICT Strategy on Sustained Competitive Advantage is higher with Organizational Performance as a mediating variable. The implication is that if Sustained Competitive Advantage is to be improved, ICT Strategy and Organizational Performance are needed. Efforts to improve ICT Strategy and Organizational Performance can be done with efforts; companies must create innovations in their programs, processes, and equipment that add value, so that their competitive advantage can be sustainable.

This study found that Organizational Performance has a positive and significant effect on Sustained Competitive Advantage. The implication is that if Sustained Competitive Advantage is to be increased, Organizational Performance must be improved. Efforts to improve Organizational Performance can be made through efforts; companies must invest in up-to-date ICT equipment that is updated from time to time so that it can add value to the production of its television programs, and can achieve sustainable competitive advantage.

### CONCLUSION

1. Organizational Culture has an effect on Organizational Performance in television media companies in Indonesia. The effect of Organizational Culture on Organizational Performance is positive and significant, with the most dominant element of Organizational Culture being the element of employees avoiding making mistakes at work (perfectionist). This shows that the better the element of avoiding making mistakes at work (perfectionist), the higher the Organizational Performance.
2. Top Succession Context has an effect on Organizational Performance in television media companies in Indonesia. The effect of Top Succession Context on Organizational Performance is positive and significant, with the most dominant element of Top Succession Context being the element of the successor CEO having the ability to accept the transfer of knowledge and experience from the previous CEO (succession context) and the current CEO's Competence improves employee performance (succession performance). This shows that the improvement of Top Succession Context, especially the element of the successor CEO, has the ability to receive the transfer of knowledge and experience from the predecessor CEO (succession context) and the competence of the current CEO to improve employee performance (succession performance), will result in increased Organizational Performance.
3. ICT Strategy has an effect on Organizational Performance in television media companies in Indonesia. The effect of ICT Strategy on Organizational Performance is positive and significant, with the most dominant ICT Strategy element being the Company having an ICT system process that cannot be imitated by other companies (in-imitable). This shows that the improvement of ICT Strategy, especially the element of the Company having an ICT system process that cannot be imitated by other companies (in-imitable). will result in increased Organizational Performance.
4. Organizational Culture does not have a significant effect on Sustained Competitive Advantage in television media companies in Indonesia.
5. Top Succession Context has an effect on Sustained Competitive Advantage in television media companies in Indonesia. The effect of Top Succession Context on Sustained Competitive

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Advantage is positive and significant, with the most dominant element of Top Succession Context being the element of the successor CEO having the ability to receive transfer of knowledge and experience from the predecessor CEO (succession context). This shows that improving Top Succession Context, especially the element of the successor CEO having the ability to receive transfer of knowledge and experience from the predecessor CEO (succession context), will result in an increase in Sustained Competitive Advantage.

6. ICT Strategy has an effect on Sustained Competitive Advantage in television media companies in Indonesia. The effect of ICT Strategy on Sustained Competitive Advantage is positive and significant, with the most dominant element of ICT Strategy being the element of the Company having an ICT system process that cannot be imitated by other companies (inimitable). This shows that the improvement of ICT Strategy, especially the element of the Company having an ICT system process that is impossible to imitate by other companies (in-imitable), will result in an increase in Sustained Competitive Advantage. This means that television media companies must utilize the output of their products and services to the maximum based on sophisticated ICT processes, so that it is difficult for other companies to imitate, and is expected to affect the company's Sustained Competitive Advantage.
7. Organizational Performance affects Sustained Competitive Advantage in television media companies in Indonesia. The effect of Organizational Performance on Sustained Competitive Advantage is positive and significant, with the most dominant element of Organizational Performance being the element of the company having innovations that create added value (high economic value created). This shows that partially improving Organizational Performance, especially in the company's elements that have innovations that create added value (high economic value created) will be able to increase Sustained Competitive Advantage.

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