

Digital Disruption: Bridge to Organizational Resilience

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Abstract

This study reviews the literature on digital transformation involving millennials reshaping the concept of digital technology adoption to build and improve skills and implications for organizational resilience. We searched an online database with an extensive repository of academic studies written in English and fully accessible to the authors. The articles were reviewed by Taylor & Francis, Emerald, Igi-Global, and Springer. This study used extracts from 21 journals, and the results were reviewed and examined to answer this research question. The identified articles were screened using the selected eligibility criteria. The results of all studies state that they are consistent in contributing to the organization's sustainable competitive advantage. When digital change is so fast, the only way to balance and maintain the organization's lifelong sustainability is to engage in lifelong learning that synergizes with technological elements in its interactions.

Keywords

Ambidexterity, Digital Adaptive Ability, Disruption, Organizational Resilience.

1. Introduction

Demographically, in the last ten years, namely 2010-2020, there was an increase in the population of 32.56 million people, or if ordinary 3.26 million people yearly. In the population in Indonesia, the age composition that dominates the population in Indonesia is the age of generation z, and the millennial generation where this generation is the generation born from 1997-2012. Generation Z has the highest percentage of 27.94%, or equal to 74.93 million people. Meanwhile, the millennial generation is 69.38% or equivalent to 25.85 million people. This shows a demographic bonus: the more productive age population than the unproductive age population (www.kompas.com) are connected to technology. They are true digital natives, creative, critical, passionate about changing the world, and in constant search of authenticity.

In 2017 millennials makeup half of the world's workforce, and by 2030 they will occupy three out of four positions (Kilber et al., 2014). They carry different values, behaviors, and beliefs as they enter and occupy strategic ranks within the organization. This indicates that these millennials drive their capacity to manage and improve organizational performance.

The needs, especially in the field of technology during the pandemic, have limited direct interaction between humans. This resulted in the element of information technology becoming an essential need as a solution to bridge these restrictions so that a new balance phenomenon was created within the organization. In addition, it realizes that the need to operationalize and integrate hypercompetitive social activities requires them to mobilize all organizational attributes that focus on technology in collaboration with the characteristics and preferences of the millennial generation. This means how the organization's capabilities can answer and connect it to produce organizational resilience in the dynamics of global competition.

This study proposes comprehensive literature to investigate how millennial disruption can contribute to organizational skills as a strategic resource capability and its implications for organizational resilience as a synthesis, especially in the literature of expertise and organizational learning.

2. Literature Review

Tushman first introduced the concept of organizational Ambidexterity to refer to the company's dynamic capabilities; this capability uses the company's existing resources to improve its various functions and capabilities, such as research and development and marketing, to adapt to a rapidly changing environment. Ambidexterity enables companies to engage in exploratory and exploitative innovation, allocate resources effectively during technological changes, and make appropriate organizational adjustments. These capabilities enable successful technological change, long-term survival, and organizational development (Pundziene & Article, 2016; Rafailidis et al., 2017). That way, organizations that master exploitative and exploratory capabilities together (organizational Ambidexterity) can achieve competitiveness, perform better than others, and enjoy long-term organizational success.

The interaction between exploitation and exploration is the capital of the dynamic of a firm's capability to create value and a sustainable competitive advantage (Carnahan et al., 2010; O'Reilly & Tushman, 2008). Ambidexterity enables enterprises to combine and transform existing and new resources and knowledge into complex pools. Therefore, true Ambidexterity focuses on the availability of slack resources (for exploring) and organizational mechanisms to integrate exploitation and exploration. Because an organizational culture that is oriented toward exploration and exploitation an orientation towards structural change and the level of support for novelty in an organization (Jansen, Simsek, & Cao, 2012). Organizational leadership practices that affect their ability to be open to experience, creative and innovative are expected to strongly impact organizational culture that facilitates an ambidextrous orientation (O'Reilly, Caldwell, Chatman, & Doerr, 2014). So, integration of adaptation and alignment activities becomes a challenge that requires the company to demonstrate timely response and product innovation that is fast and flexible, coupled with management's ability to coordinate and deploy internal and external competencies effectively.

Who are the millennials?

Millennials can get some of the best education and opportunities in life, being born to wealthy parents (Baby Boomer). Therefore, they are considered a highly educated and diverse (Frey, 2018), called millennials because of their closeness to the new millennium and growing up in the digital era (Kaifi et al., 2012) to build business networks with each other. Furthermore, Bolton et al., (2013) explain that the exposure of millennials to technology makes them understand social media and rely heavily on technology for entertainment and communication. Overall, millennials are optimistic that independent entrepreneurs have a global orientation with positive social skills and a drive for diversity (Brosdahl & Carpenter, 2011). Due to their curiosity, they started with a start-up business with a myriad of strategies that are relatively successful and mushrooming in the market. Besides that, they want everything, especially concerning salary, work benefits, career advancement, work/life balance, exciting work, and contributing to society through their work (Twenge, 2010). So that, in an industry relying on younger workers to fill their customer-facing positions leading to a growing interest in the challenges of Gen Y jobs to becoming experts in their field. This unique expertise will lead them to sharpen their expertise, including organizational expertise.

Thus, digital disruption is not just innovation. However, disruption shows a fundamental change on a large scale that can change all economic structures that impact perspectives, ways of thinking, and how to respond to changes. This basis is used to underlie and design formula and strategy that is genuinely able to have an impact on future progress.

3. Methods

This study was conducted using a systematic literature review method on Organizational Ambidexterity. A systematic literature review is a research method, a process for identifying and critically relevant research and collecting and

analyzing data from that research (Xiang et al., 2009). Five main steps must be carried out in this study: defining the purpose of the review, searching for relevant literature, extracting literature, synthesizing previous research, and interpreting research findings.(Figure 1)

This study uses Scopus as the primary database of literature searches through other tools, namely, Publish or Perish 7. Ensure the quality of journal articles. This study exploits journal articles within a span of the last five years. To credibility the journals, this study uses the scimago journal and country rank (www.scimagojr.com). This study aims to find, analyze, and synthesize research from the previous five years that discusses organizational Ambidexterity for millennials in the era of digital disruption. In addition, to capture studies investigating organizational Ambidexterity, this study uses search keywords that can show deeper understanding as research criteria to improve search results, namely Organizational Ambidexterity, Digital disruption, Millennial Disruption. This keyword is used because the terms digital disruption and millennial disruption have the exact definition, so it will not change the content of the research topic being researched.

Review method:

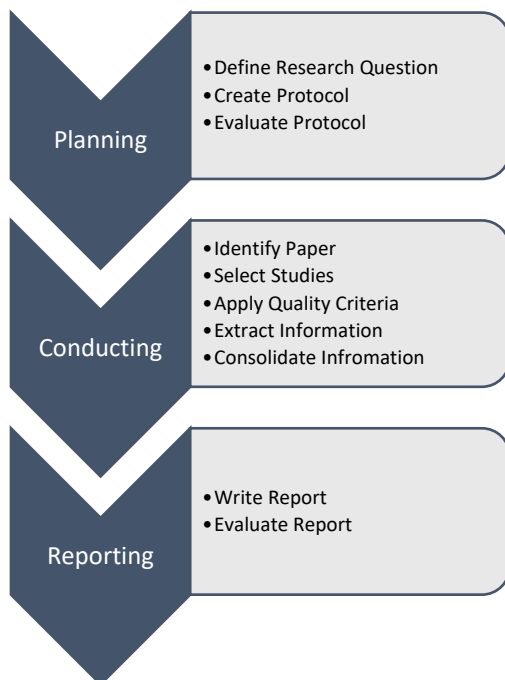


Figure 1. SLR Process

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The research results written in this study must answer the following questions:

- How Does Digital Disruption Affect Organizational Ambidexterity?
- How does Millennial Disruption affect Organizational Ambidexterity?
- What factors can affect Digital Disruption?
- Factors influencing Millennial Disruption?
- Why is Organizational Ambidexterity needed in companies?

4. Data Collection

From the search results for relevant journal articles, 435 journals were obtained, then data into Microsoft Excel to be narrowed down using mapping journals. The first mapping is to determine the type of journal to be used, namely journal articles. Through this mapping, 278 journals were eliminated because they were not journaling articles. Then the second stage is the selection of journal titles and abstracts. By going through the mapping stage, 157 journals were selected because the journals were the same age as the research topic. The next stage is that the researcher checks the accessibility of the journal, where 32 journals can be accessed. Of the 32 accessible journals, the researchers checked

the credibility using the scimago and country rank rock (www.scimagojr.com), and all of these journals had good credibility. Next is the last stage, which is the selection of content suitability. The contents of the journal article must be able to answer the questions of the research that the researcher wants to do. From this selection, 21 journals were obtained that will be sampled in the study to be able to answer our research questions.



5. Results and Discussion

After going through the process of searching and selecting literature, 21 journals can be used as research material. In the literature selection results, of the 21 selected journals, there are open access journals with a period of the last five years namely, there are four journals in 2017, five in 2018, five in 2019, two in 2020, and five in 2021 which are illustrated in the Tables 2 - 5 as follows. The purpose of the representation this data is present results in the form of articles journal that are fit in accordance with the intended content so that can answer research questions.

Table 2. Number of Publishers from 21 Research Journals

Publisher Journal	Amount of Journal
Emerald	2
Taylor Francis Ltd	5
ERIC	1
Igi - Global	2
I'm.mk	1
Brill.com	1
Cambridge.org	1
Uinsby	1
Elsevier	4
Springer	2
IAME Publication	1

Table 3. Journals Based on Research Locations

Location	Amount of Journal
Australia	5
USA	2
Serbia	1
Canada	1
Surabaya	1
Philiphine	1
Portugal	1
Maryland	1
Hongkong	1
Spainol	1
UK	2
Jerman	2
Jakarta	1
Jordan	1

Table 4. Industry Research

Journal	Industry Penelitian
Journal 1	<i>Start-Up</i>
Journal 2	<i>Music Industry</i>
Journal 3	<i>Education</i>
Journal 4	<i>Education</i>
Journal 5	<i>Organization</i>
Journal 6	<i>Business Innovation</i>
Journal 7	<i>Social</i>
Journal 8	<i>Archeology</i>
Journal 9	<i>Community</i>
Journal 10	<i>Community</i>
Journal 11	<i>Millennial</i>
Journal 12	<i>Chinese Millennials</i>
Journal 13	<i>Organization</i>
Journal 14	<i>Organization</i>
Journal 15	<i>Small Medium Enterprise (SME)</i>
Journal 16	<i>Innovation</i>
Journal 17	<i>Knowledge- Intensive Firms</i>
Journal 18	<i>Organization</i>
Journal 19	<i>Global Semiconductor Industry</i>
Journal 20	<i>Small Medium Enterprise (SME)</i>

Table 5. Journal Based on Research Methodology

Jurnal	Metode Penelitian
Journal 1	Systematic Literature Review (SLR)
Journal 2	Systematic Literature Review (SLR)
Journal 3	Delphi Technique
Journal 4	Systematic Literature Review (SLR)
Journal 5	Systematic Literature Review (SLR)
Journal 6	Systematic Literature Review (SLR)
Journal 7	Systematic Literature Review (SLR)
Journal 8	Systematic Literature Review (SLR)
Journal 9	Systematic Literature Review (SLR)
Journal 10	Qualitative Grounded Theory
Journal 11	Quantitative Analysis
Journal 12	Quantitative Analysis
Journal 13	Systematic Literature Review (SLR)
Journal 14	Systematic Literature Review (SLR)
Journal 15	Quantitative Comparative Analysis
Journal 16	Quantitative Analysis
Journal 17	Empirical Analysis
Journal 18	Systematic Literature Review
Journal 19	Systematic Literature Review
Journal 20	SEM - PLS
Journal 21	Quantitative Analysis

How does Digital Disruption affect Organizational Ambidexterity?

Disruption is a disturbance that will always exist in business. The emergence of digital disruption has an impact in the form of updating or adjusting strategies and systems that support digital transformation. These challenges can provide space for thinking and responding to prepare and respond to young people to be involved in a system that influences them in making work decisions, work culture, work attitudes, promoting digital in the context of literacy and the formation and development of new work programs to facilitate them in a work environment. The existence of digital disruption in an organization can provide new information about a change in technology which is used as a fundamental basis for building and increasing organizational expertise (Carson, 1991; Matzler et al., 2018; Murdoch & Fichter, 2017). Not only that but technology is seen as a navigational tool that shapes and redevelops a person's mindset that has not been mapped successfully. Thus, when leaders reconfigure the competence of digital assets and systems in their interactions, explore new opportunities and continue to compete in these markets are specific elements of Ambidexterity.

How does Millennial Disruption affect Organizational Ambidexterity?

As a generation that grows and develops in the digital era or what is known as Generation Z, they tend to want everything to be practical, very connected to the internet and social media, they believe more in experiences or reviews from their friends, prioritize happiness at work, love to travel across countries, gadget mindset, free to be creative and collaborate. They also reject conventional workplace policies and see work life as interrelated with daily life (Cowan & Horan, 2014). This is the difference in the behavior of generation z from the previous generation. This change in behavior demands a radical change in the approach to an organization that is highly mobile, apps-dependent, and always connected. Not surprisingly, many organizations in this era occupy strategic organizational positions and have been disrupted due to various innovation breakthroughs (Obmerga, 2021). One by one, the incumbent companies have changed their business models into online businesses. In terms of urgency, the organization needs a disruptive leader who uses a new approach and has a far-sighted vision; namely, the leader must be able to find an end destination that navigates which direction the organization will take in the vortex of disruption. This is where the specific characterization of the business model and the competence of those who are proficient in maintaining innovation are then formed in the organizational expertise. Millennials use this perspective with a responsive, sustainable learning mindset and can identify and utilize relevant learning to adapt, grow, and develop their skills. On the other hand, the era of accelerating the pace of technology is ignored by companies; by not involving millennials who are full of digital skills, they will lose significant opportunities to innovate, collaborate, and learn, all of which are the keys to the success of digital transformation (Vodanovich et al., 2010).

Factors influencing Digital Disruption?

Description patterns are very stable. This characterizes the most disruptive change in the history of business and is still valid in the era of digital transformation (Christenson, 1997). The emergence is characterized by the high connectivity of information systems and artificial intelligence that allows the industry to move dynamically with little input from the human role (Daniel, 2019). This is characterized by various kinds of innovations and significant changes in the organizational industry. In terms of digital disruption, it is also about nurturing the growth of a digital mindset in each individual and incorporating it into the organizational structure embedded in their daily lives and their strong culture called "digital natives: including Generation Y born between 1982 and 2000, and Generation Y born between 1982 and 2000, and Generation Y. Z was born in 2000. Thus, the digital trend marked by the increasing use of the Internet of Things (IoT) has disrupted various fields of human life, which continue to move dynamically, so it cannot be predicted. Without a digital infrastructure, an organization will surely be at a significant disadvantage when competing with new entrants whose businesses are based on a digital foundation.

What factors can influence Millennial Disruption?

The existence of Millennial Disruption is that with the birth of the Millennial generation, where this generation was born in the development of sophisticated digital technology where this generation is not like previous generations (Rahmawati Kasim Yahji et al., 2018). Millennial Disruption occurs because the Millennial generation is in a strategic position in an academic organization which can pave the way for the implementation of poor leadership practices, due to stereotypes in the Millennial generation (Marwin Elarco Obmerga, 2021). Millennials work and carry out their personal relationships in a world characterized by informality, flexibility, and continuous access and connection to others through social media and personal communication devices (Rebecca M. Chory et al., 2019). In addition, there is Millennial Disruption due to the existence of the Millennial generation where this generation is the generation that is most aware of sustainability and personal health issues. They also contribute to the increasing demand for health-related products and services (Ada Lo et al., 2018).

Why is Organizational Ambidexterity needed in companies?

Organizational Ambidexterity is needed in companies because Ambidexterity can show dynamic capabilities that focus on the role of organizational management in adapting, integrating, and reconfiguring skills and resources effectively and efficiently to adapt to an ever-changing environment (Úbeda-García et al., 2020). Organizations continuously build and improve expertise throughout the life history of the organization to sharpen and balance innovation, disruptive mindset, and disruptive innovation (Danneels, 2006). This results in the uniqueness of the organization being increasingly competitive in the eyes of the market, which ultimately leads the organization to be able to enjoy long-term success for a long time (Silva et al., 2021). Furthermore, skills built as a continuous basis of business processes and organizational structures are needed to promote and maintain accountability, identification, organizational culture, and development of competitive advantage core competencies (Turner et al., 2013). Thus, maintaining the synergy and integration between units and resources is the grass root approach to Ambidexterity.

6. Conclusion

Organizational practices toward digital systems have played an essential role in the needs of the business world. They have influenced the rules of business competition and business models in global industries, which are the core competitive factors in sustainable development. The organization sees Ambidexterity as an asset that is prepared to compete in the future, which is to have a unique signature process that is not easily imitated and produces organizational expertise and a current organizational resilience. It is necessary to have elements of integration that can ensure the level of adjustment and alignment in the context of digital transformation in collaboration with a unique set of millennial characteristics. Therefore, companies need to provide flexible space that can balance organizational dynamics through the involvement of millennials in their business units because they consider digital elements part of their personality. A personality can direct a business by thinking, acting, learning, understanding, and operating as the foundation for creating and developing long-term business profits. This means the demographic bonus owned by Indonesia will provide opportunities through the role of the millennial generation. On the other hand, the demographic bonus will threaten the organization if it does not have digital adaptive abilities. Thus, this is what strengthens organizational resilience and forms the influencing power in the eyes of global competition.

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