# Human resource orchestration in partnership companies: a multiple case study

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## ABSTRACT

**Objective**: The purpose of this case study is to develop a model of the process of human resource orchestration in partnership companies in order to create the innovative TV programs and to achieve the business results.

**Method / Approach**: Two kinds of partnership such as mergers & acquisitions, and strategic alliances at the TV media companies provide input for a multiple case study approach. Firstly, the TV media company that conducts Merger and Acquisition (M&A) with the local TV Company. Secondly, the company conducts the strategic partnership with the foreign news TV Company.

**Findings** – The company owner who is part of the company's leaders is central figures who has the ability to consolidate the actions of company leaders in conducting human orchestration. In the case of collaboration with foreign companies, the best aspects of the integration of the culture of the company and partners affect the success of the process of knowledge transfer and implementation in the creation of innovative TV programs. In addition, the developed model is expected to reduce the company failures in building the partnership.

**Research limitations / implications** - This research is an extension of resource orchestration research by investigating the role of owner and company leaders in conducting human resource orchestration during the transition period.

**Practical implications** – The company leaders can use this model to be applied to the partnership programs through maintaining dynamic relationships with the partners in order to improve the human resource competency through transfer of knowledge for the creation of innovative and quality products and achieving the profitable business performance.

**Originality / value** - There is no research that examines the role of leaders (owners and leaders of companies) in managing human resources in the transition period after establishing a partnership. The proposed model emphasizes their ability to orchestrate human resources in the context of knowledge transfer, the creation of TV programs and the business results.

## Background

Merger and Acquisition (M&A) or strategic alliances are forms of the partnership program. A partnership is very important to achieve common goals such as creating an economic value, facing competition, sharing resources, and increasing business and market potential (Das & Kumar, 2011). Several studies have shown that M&A and strategic alliances activities are successful in legal compliance, but often fail in the human resource management (Balmer & Dinnie; 1999). This failure is caused by the failure of top management in establishing effective partnership (Lind & Stevens, 2004), well planning (Camara & Renjen, 2004), and managing the partnership process (Thach & Nyman, 2001). Whereas at the middle management level, it is a failure to communicate the partnership program to employees (Lawlor, 2013), and maintain the employee commitment to the organization (Thomas, et al., 2015).

The inability of this leader can lead to failure in the formation of the company's portfolio (Kor & Mesko, 2013), and create value for customers (Sirmon et al., 2011; Helfat & Peteraf, 2015). In fact, their role is especially needed during the transition period after establishing partnerships. They are needed as role models for all employees such as a facilitator (Gidhagen, et al., 2011), and competent in operationalizing the company's strategic management (Chandwick, et al., 2014).

Unfortunately, the theory of resource orchestration (Sirmon et al., 2011) does not discuss the leader capabilities in conducting human resource orchestration during the transition period. In fact, the challenge at the transition period is how to increase the capability of human resources through the process of transferring knowledge from partnership programs and making them as a corporate asset for achieving company goals. Often the problems that arise in the transition period are stressful employees, resignation, lack of trust in new management, and lack of communication between employees and management (Appelbaum, et al., 2007).

Therefore, this paper aims to explore the ability and role of the company leaders in orchestrating human resources in the transition period through multiple case studies. As the object of research is the national television media company that conducts M&A with the local television media company and strategic alliance with the international news television media company.

**814**
    **Systematic Reviews in Pharmacy**
    Vol 11, Issue 5, May-Jun 2020

## Literature Review

**Merger & Acquisition and Strategic Alliance**

A merger is a combination of two or more companies into one new company or company, and an acquisition is getting the management of a company by purchasing shares, also called corporate takeover (Roberts & Wallace, 2012). Whereas alliance is defined as a partnership between two or more companies to share resources but do not have joint ownership shares (Joia & Malheiros, 2009).

Obtaining intangible assets such as enhancing human resource capabilities is one of the main motivations of partnership program activities (Couturier & Kumbat, 2000). In the context of M&A and strategic alliance, the company tries to explore and exploit any the new knowledge gained from the partners, then integrate the knowledge into the company (Ferrary, 2015). The partnering companies will learn from each other how to connect and coordinating the appropriate company's resources in each other (Khamseh & Nasiriyar, 2014), and increase the company's strategic and operational capabilities in penetrating markets (Rajasekar & Fouts, 2011).

However, in the case of M&A, around 50% of the organizations fail to make the synergistic benefits (Balmer & Dinnie, 1999), due to the failure of senior managers to: establish the M&A strategy (Lind & Stevens, 2004), inability to handle the M&A process (Thach & Nyman, 2001), inability to coordinate between the local and foreign managers (Łupina & Wegener, 2013), failed to maintain the work environment comfort (Chun, 2009). Whereas in strategic alliance, majority the failure caused by inappropriate the company's culture between partners (Elmuti & Kathawala, 2001).

To overcome this problem in the partnership, there are four factors that must be considered by the senior managers, namely: (a) understanding the importance of synergy, (b) accelerating the integration, (c) communicating the company's vision, (d) adopt the ambiculture (Chen, 2014), and openness the communication between the employees and leaders (Osarenkhoe & Hyder, 2015).

**Human resource orchestration**

Sirmon *et al.* (2011) defines resource management as a comprehensive process of structuring, bundling, and leveraging of the company's resources. Whereas the asset orchestration framework consisting of two main processes, namely: search/selection and configuration/deployment.

The integration of these two frameworks by Sirmon *et al.* (2011) is called the resource orchestration framework.

The role of transformational leaders has a strong influence on enhancing the capabilities of human resources (Schweitzer, 2014). In relation to the resource orchestration, the role of the leader such as an inspiratory and facilitator in creating product value to customers (Gidhagen et al., 2011), collecting the ability of the company's management team (Kor & Mesko, 2013), encourages middle managers to operationalize the corporate strategy management (Chandwick, *et al.*, 2014), and mobilizing human resources to improve the adaptability of environmental changes (Hodgkinson *et al.,* 2014).

However, the biggest challenge is how the leader plays a role in orchestrating human resources in partnership companies during the transition period. Therefore, this study aims to explore how the role of company leaders as the object of this research has succeeded in orchestrating human resources in order to increase competence through knowledge transfer and the creation of innovative products.

### Research Methodology

Because no theoretical framework to develop of the human resource orchestration model in the partnership companies, researchers adopted a grounded theory approach, which can capture rich information. We use the qualitative methods, in particular, the multiple case study approaches (Eisenhardt & Graebner, 2007).

### Procedure for sampling and case samples

We chose one company that carries out M&A and strategic alliance activities. This election is intended to see the role of the company owner and leaders. The company has a business in the television media and located in Jakarta-Indonesia. The company engage in M&A activities with the local television media company, and in strategic alliance with the international news media company.

Two forms of cases in partnership namely M&A and strategic alliance are needed to study very complex problems and achieve sufficient certainty (Yin, 1994). We have achieved enough saturation with our two cases (Strauss & Corbin, 2008), and we also conducted additional investigations to generate some new insights. We provide detailed the case background and interview in each case on Table 1.

**Table 1**. The case background and interview

| Profile | | | | | Interviews | |
|---|---|---|---|---|---|---|
| Name of the TV media | Age of brands (years) | Ownership | TV program | Kind of partnership | Seniority of the interviewees | Time spent at each interview |
| Trans 7 | 14 years (2005-2019) | Trans Media Corp | Entertainment broadcast | Merger & Acquisition | Owner, commissioner, Directors, Managers, senior staff | Each one hour |
| CNN Indonesia | 5 years (2014-2019) | Trans Media Corp | News broadcast | Strategic partnership | Owner, commissioner, Directors, Managers, expertise, senior staff | Each one hour |

### Data collection

We develop a rich case history in the development of human resource orchestration models in the partnership companies through in-depth interviews with the informants (see Table 1) and secondary data collection. Before the interview, we reviewed the publicly available secondary data and information related to the partnership process.

We began the interview with the big question, "how do the owner and leaders conduct the orchestration of human resources in the partnership program activities?" which allows the informants to provide an explanation of the question in their own terms. These questions appear interspersed with specific questions that can encourage greater insight into specific investigative pathways, such as how the work culture, process of the knowledge transfer, and process of create an innovative the TV programs. Although we use the interview protocol to direct interviews, our process also reflects the emerging topics that originate from each interview and the unique aspects of each case. Table 2 gives an example of how the leader's role in conducting the human resource orchestration in each case.

**Table 2**. Examples of leader's roles in the human resource orchestration

| Company name | Example of the activities of leader in orchestrating the human resource |
|---|---|
| The Trans 7 | In the M&A transition period, the owner consolidates the organization by giving direction to the company leaders to recruiting the new employees, increasing the human resource capacity, utilizing of the company's infrastructure, and creating the innovative TV program. |
| The CNN Indonesia | In the strategic alliance transition period, the owner assigns the top management of the Trans 7 to visit the CNN International for an approach to strategic partnership and to attend training related to managerial and technical news TV operations. |

After the interview, we checked for further information provided by the informant or collected from other sources. By investigating secondary data and interviews in each case, we can develop rich insights in various case studies and reach the basis for greater transferability of findings to other contexts (Eisenhardt & Graebner, 2007). We combine information from each interview and secondary sources into one case manuscript.

### Data analysis

We describe theoretical categories through procedure of the open, axial and selective coding (Strauss & Corbin, 2008). In open coding, we read and examine separate parts of the interview transcript to identify similarities and differences. Then, we apply axial coding, to reorganize the data into categories and subcategories. For example, because of their unique and often specific characteristics, leaders at different levels of management tend to only focus on specific issues that they believe are most appropriate and relevant in orchestrating the human resources. But sometimes is it not easy, because it has received a lot of opposition from employees. Thus, human resource orchestration problems and practices require constant reassessment and dialogue between the leader and his employees. Therefore, our first resource orchestration code consists of various leadership roles at each level, and then we apply axial and selective coding by integrating and perfecting the theories that emerge from our data.

Furthermore, we compare each leader's role of company to determine similarities and differences and gain a greater understanding of the processes involved. This cross-case analysis is very important to support our analysis. Finally, to gain a holistic and contextual understanding of how the role of leaders in orchestrating human resources in the transition period, we link between the previous literature and our data to develop several theoretical categories.

Consistent with recommendations from interpretive researchers, grounded theory, and previous case-based research, we apply the trustworthiness criteria (Strauss & Corbin, 2008). The trustworthiness criteria for evaluating a research quality are as follows.

a) **Confirmability**. Interview with informants, discussions with academic colleagues through the presentation of research findings and establish a relationship between literature and data.

b) **Credibility**. Two researchers were involved in preparing the study and interpreting the findings. All informants were invited to provide feedback with the aim of discussing the research findings.

c) **Dependability**. Initial developments in conducting M&A and strategic alliances are discussed; because of the difference between M&A and strategic alliances, we offer a broader perspective on the orchestration of human resources in the M&A and strategic alliances companies.

d) **Generality**. The number and duration of interviews, as well as the extent of saturation with the number of case companies, allows us to discover various aspects of human resource orchestration in the M&A and strategic alliances company.

e) **Transferability**. We provide detailed descriptions of human resource orchestration in the M&A and strategic alliances company during the transition period. We use the interview protocol, clear procedures for data analysis, and a database that is input for our qualitative analysis.

Next, the researcher arranges the model to make the research results more accessible and useful to other scientists, in a way that the model can offer good guidance in constructing the relational dynamics between concepts, themes and aggregate dimensions to be more transparent (Nag & Gioia, 2012).

### Findings

**The Role of Leaders in HR Orchestration**

In the case of Trans 7, the owner gave the task to the leader of Trans TV (member of Trans Media Corp) to manage the organization of Trans 7. To accelerate the transition period, the owner directed the Trans 7 leader to fully adopt (called as a mirroring system) the system and work culture of the Trans TV. It should be noted that organization of the Trans TV has an excellent system and work culture. Furthermore, the owner recommends utilizing the Trans Media Corp's resources optimally for the operations of the Trans 7. The implementation process of the mirroring system by the owner is monitored and evaluated in management review meetings every 2 times a week. Recommendations of the meeting result, it should follow up by each the division. In this case, according to Director of the Trans TV, the owner not only gives direction and duties, but also, he provides examples of behavior and concrete actions towards what should be done by each staff / employee.

> "The owner not only says or orders, but he also does what he says, so his leadership can be used as a role model for all company staff" (Commissioner of the Trans Media Corp)

In the case of CNN Indonesia, according to the owner, the best way to run a company to operate smoothly is to adopt the best practices from the partner (the CNN International). The owner assigns the leader to learn and imitate fully in making a TV program produced by CNN, but the name of the TV program must be adapted to the Indonesian context, such as in CNN there is the CNN Heroes TV program, then the content and name of this program are copied by CNN Indonesia but in the Indonesian context. The system and work culture of the CNN Indonesia is to adopt from the system and work culture of its partners.

At the start of the CNN Indonesia's operations, the owner conducts meeting with leader and managers. The agenda of the meeting was to discuss the progress of the objectives of the partnership program including strategies in broadcasting news, strategies for earning income, creating the value of a news.

Additionally, in order to achieve business performance, the owner or leaders must have the ability to manage such as motives, relationships with partners, divest and invest the human resource, transfer of knowledge, the work system, the work environment, creating of the innovative products / services, and the business results (Table 3).

Table 3. Capability of the leaders in orchestrating human resources during this transition period

|  | Trans 7 | CNN Indonesia |
|---|---|---|
| **a. Motives** | The KKG owner sold 55% of the TV7 shares to Trans Media Corp (TMC) in August 2006. Data shows that Trans TV's share rating at that time was 13.8 percent, while TV7 was only 6 percent. The TMC motive for acquiring TV7 is to expand its business in media television and make a profit. | The motive for establishing news TV is to meet the needs of independent and balanced news television. Whereas CNN International is also looking for partners to expand their business in other countries outside the USA. From the same desire of the two companies, making them agree to establish a strategic partnership. |
| **b. Maintaining relationships with Partners** | The TMC conducted the competency test for the TV7 employees. For the TV7 employees who pass the competency test, they are combined into a team consisting of the Trans TV's employee's senior to learn about strategies, execute, packaging, and innovative the content program. The KKG management supports this turnaround process, and they did not intervene in the company's operations. | The CNN gave the opportunity to the TMC staff to work apprentices to learn the system and work culture at CNN. The strategic alliance carried out was to increase the competence of CNN Indonesia's journalists. The use of the name of Indonesia in CNN Indonesia is to show that this news television company is owned by Indonesians, journalists from Indonesia, with news coverage is events in Indonesia to be broadcast in Indonesia and the world. |
| **c. Divest and invest in human resources** | The leader decided to recruit employee from the fresh graduates from university, because they have advantages, such as reasonable salaries, have a strong physique, are willing to be assigned to various work locations and are able to work for long periods. | Employee recruitment can be from TMC's employees who want to work at CNN Indonesia or from a fresh graduate from university. |
| **d. Transfer of knowledge** | Forming the teamwork aims to transfer knowledge and skills, and to minimize work errors, as well as to educate the professional and militant attitudes. At the beginning, the transfer of knowledge is to make television programs that are similar to television programs on Trans TV, but in the next period, TV programs produced continue to be developed and become different, and have different market segments and target audiences. | The employees work in a teamwork which is a combination of senior junior employees, and or expertise of the CNN. During the assign of work, senior employees or expertise monitor the results of junior employee work. When there is an error, they are notified of the error and corrective action cost. Therefore, junior employees are aware and increasingly careful not to make mistakes again. In addition, CNN sent the experts to CNN Indonesia to provide advanced training and consultation. |
| **e. The work system** | The work system that was built in Trans 7 is to adopt a full work system from the Trans TV (Mirroring system). The mirroring system is the | In carrying out the work, there are Standard & Practice (S&P). The S&P documents from CNN by TMC are adjusted to the context of Indonesia. The contextual S&P |

| | | |
|---|---|---|
| | only way to make the Trans 7 operate stably and perform well in a short time. In this mirroring system, the role of the leader is as a creative leader, who will encourage employee creativity in making innovative products. | was developed by incorporating various regulations, laws and the best work culture of CNN and TMC (called as ambiculture). In addition, all journalists must adhere to the guidelines of the contextual S&P when collecting and broadcasting news. |
| **f. The work environment** | The owner also provides a work environment in accordance with the needs of employees, such as a comfortable and safe workspace, a relaxed work atmosphere and having fun, and gives employees freedom of creativity in making innovative the TV programs. | The results of a external survey, stated that the work environment at CNN Indonesia was more comfortable compared to other news TV. All of work is carried out in accordance with a journalistic code of ethics, independent and free from pressure. All employees and staff trust each other in the work carried out by their colleagues. |
| **g. Creating of innovative products / services** | **TV program**. In making the TV programs, the owner directs to use way a Production in House (PiH), with the consideration of increasing employee creativity in making the TV programs.<br>**Customer services**. The owner has the concept that the facilities and assets owned by the company can be used to achieve the company's goals. Therefore, an integrated marketing collaboration strategy is very possible. For example, a TV program sales package to an advertising agency is carried out by offering a loan service from the bank for payment of advertising services on television. | **TV program.** The CNN Indonesia has the tagline "be the eye of Indonesia to see the world and be a window for the world to see Indonesia". This tagline means that all parties should respect the values held by the local community.<br>**Customer services**. The CNN Indonesia provide services to assess the potential of advertisements that fit in a TV program. Customers who advertise their products can choose a TV program that matches the characteristics of the product advertised in accordance with recommendations from the marketing department of the CNN Indonesia. |
| **i. The business results** | After two years of operation, in 2007-2010, the achievement of Trans 7 business results showed an increase in revenue growth rate of 7.54%, then 8.62%, 27.40% and 72.13% respectively. In mid-2011, Trans 7 had a five-floors building. | Based on the results of the Nielsen survey (2019), it showed that the CNN Indonesia was the top ranking TV with 1 million viewers, more than 19 million viewers watching live streaming, 1.9 billion times watching on YouTube channel with 4.4 million subscribers, and total viewer on IPTV is around 48 million viewers, with 4.1 million subscribers. |

## Discussions

In human resource orchestration in the transition period, the owner has a dominant role in mobilizing the company leaders or managers to manage the company's operations. In addition, the ability of leaders in partnership management is manifested in his ability to communicate his vision, mission, and goals, as well as planning the achievement strategies effectively to all employees ( Lauser, 2010), in setting targets, implementing tasks, and evaluation of alliance programs (Kohtamäki, *et al.*, 2017), coordinating and communicating to all levels of management, and carrying out human resource management (Schreiner, *et al.*, 2009). However, according to the owner, the success of the leaders in conducting this partnership program if it has an added value impact for TV viewers or advertisers and profits for the company.

> "This company must not be managed too idealistically, but it must be realistic and profit oriented, because we all depend on the profit generated by this company" (Owner of PT Trans Media Corp)

It is clear that, the purpose of this partnership program is the creation of added value and profits.

### a) Motives
The motives for conducting a partnership program for both M&A and strategic partnerships is to expand market share.

By combining resources, especially intangible resources (Das & Kumar, 2011), allows companies to face greater competition and lead to world-class companies.

> "In 2006, the market share of the TV7 was only 6 percent, while the Trans TV was at 13.8%". This is the reason for the merger with the Trans TV" (the owner of TV7, source: https://finance.detik.com)

> "This agreement with one of the largest media companies in Indonesia puts CNN in an attractive position to reach millions of Indonesians in an unprecedented way" (President of CNN Worldwide, source: https://www.liputan6.com)

In this case, each company owner has an interest in maintaining a dynamic relationship with his partner after agreeing to a partnership program. Dynamic relationships begin with the same motives for market expansion (Zineldin & Bredenlöw, 2003).

### b) Maintaining relationships with Partners
The role of the leader always inspires and motivates all employees to trust each other in conducting joint activities, openness in sharing information (Ho & Ghauri, 2014), and respecting the work culture of partners (Lin & Guan, 2015). The company's ability to manage dynamic relationships with its partners is based on a series of routine

multidimensional organizational activities (Furnival, Boaden, & Walshe, 2019). This organizational routine emphasizes aspects of coordination, learning, and reconfiguring management. The coordination routine aims to allocate and synchronize all organizational activities. Learning routines related to the process of generating new knowledge. The reconfiguration management routine aims to find an effective management team in managing resources.

> "According to owner of the TV7 said that we support this turnaround process by the Trans Media Corp team, and we did not intervene the process" (Commissioner of the Trans Media Corp)

### c) Divest and invest in human resources
Resource orchestration was initiated by (Sirmon *et al.*, 2011), requires leaders to act in divestment and investment in human resources such as selecting and recruiting employees, bundling employees in teamwork, assigning them to the creation of innovative products and services. In the case of M&A, the company divested human resources through competency testing of the TV7's employee. Whereas in the case of the strategic alliances, the company invested human resources by opening vacancies for employees.

> "From the results of this competency test, for employees who did not pass, their work contracts were not renewed" (Head of the Trans 7 HR Division).

### d) Transfer of knowledge
One of the goals of the partnership program is to increase employee competency through the process of knowledge transfer. In the case of M&A, the knowledge transfer process is carried out from senior employees to junior employees. Furthermore, junior employees must demonstrate their ability to complete work perfectly. While carrying out their work, they are mentored and supervised by senior employees. When errors occur, junior employees are notified of the mistakes made and the consequences of cost losses.

> "The enthusiasm and creativity of junior employees, often have an impact on carelessness and mistakes in work, for that they must be guided intensively" (Head of the Trans 7 Sales & Marketing Division)

In the case of a strategic alliance, the knowledge transfer process is carried out through training programs and internships at the alliance partner's office or bringing experts from alliance partners to the company. In addition, the process of knowledge transfer is also related to the transfer of systems and culture from alliance partners (stated in the S&P document) for use in work implementation. However, company leaders stated that the S&P documents needed to be adapted to the company's work system and culture, government regulations, and the norms of Indonesian society. Contextual S&P is referred to as ambiculture (Chen, 2014).

> "... In the partnership program, there is one agreement that we must hold, namely the contextual S&P. A

document that guides the work, and is continually improved according to the context ... "(Head of the CNN Indonesia S&P Section)

### e) Work system
In the case of M&A, the work system that was built in the Trans 7 is to adopt a full (mirroring system) work system and culture from the Trans TV. The mirroring system is the only way to make the Trans 7 operate stably and perform well in a short time.

> "Mirroring system aims to accelerate the spread of work systems, knowledge, abilities and culture of the Trans TV to the Trans 7" (Director of the Trans 7)

This case study of strategic alliance shows that success in building dynamic relationships with partners is a work culture factor that is compatible with each partner's needs (Lin & Guan, 2015). The compatible of the best work culture is a bridge of the best practices of company management, and used to increase the company's portfolio (Luvison & Man; 2015).

To increase employee loyalty, the company establishes employee career paths divided into pathways namely structural and specialist career paths. Structural career paths such as the career path of a reporter, then promoted to a producer. From a producer then promoted to an executive producer. Whereas specialist career paths are based on work experience and competence. For example, when someone chooses to be a reporter, then while working for the company, he can become a specialist reporter.

### f) Work environment
The owner provides a comfortable and safe work environment in accordance with the needs of employees, a relaxed but productive work atmosphere in creating innovative and quality the TV programs, and a work environment that is free from pressure from politics, superiors, or other parties in making products journalism. Meanwhile, the leader also creates a work atmosphere that makes all employees and staff trust each other.

> "All my friends here make me comfortable working, because we foster a culture of mutual trust and creativity in making a news coverage" (Head of the CNN Indonesia News Gathering Division)

### g) Creation of innovative products / services
In this case, the owner assigns the leader to always create TV programs that are quality, innovative and meet the needs of the viewer for information. Such as innovations in the use of 3D special effects technology or immerse technology that can help the anchors deliver news that is easier to understand and looks beautiful in the eyes of TV viewers.

> "To make it easier for viewers to understand, sometimes they need visual aids using immerse technology. In journalism, it is called simplified for complicated things" (Head of the CNN Indonesia Business Operations Division)

Furthermore, products that meet customer needs and expectations will increase the company's credibility. According to Bakshi & Mishra (2016), the company's credibility will increase the company's brand equity. With superior brand equity, companies can maintain audience retention. In addition, aspects of the quality of television program content can also be seen as a factor in maintaining audience retention (Vila & Kuster, 2014). Furthermore, the rating of this TV program can be used by advertisers and media buyers to determine the TV ad serving schedule according to the broad reach of the audience. In addition, they can also consider viewers' views such as how viewers see advertisements and new advertisements such as personalized advertisements, or interactive advertisements (Jennes & Broeck, 2014).

> "The Marketing Strategy Division is tasked with seeing the potential match of advertising material with a TV program. For example, this advertising material does not fit into program A, then staff will adjust to other programs and discuss with clients. What is certain is that carefulness in reading advertising material with TV programs is very important" (Staff of the CNN Indonesia Marketing Strategy Division)

### h) Business results

In this study, the success of leadership in conducting partnership cooperation can have an impact on increasing the legitimacy of the company, especially on the legitimacy of the market, relational, social, investment, and alliance (Dacin, *et al.*, 2007).

> "one of the Pay TVs is willing to pay dearly to subscribe to the Indonesian CNN channel because CNN Indonesia is ranked top with more than 1 million viewers per year" (Director of the CNN Indonesia)

Moreover, Jefferies, *et al.* (2014) stated that there are a number of other factors as determining the success of a partnership relationship such as: how the company sets key performance indicators; facilitate workshop and training; and integrating management programs into daily activities.

Based on these findings, the model developed to describe the relationship between the roles of leaders in the orchestration of human resources in the transition period is as follows.
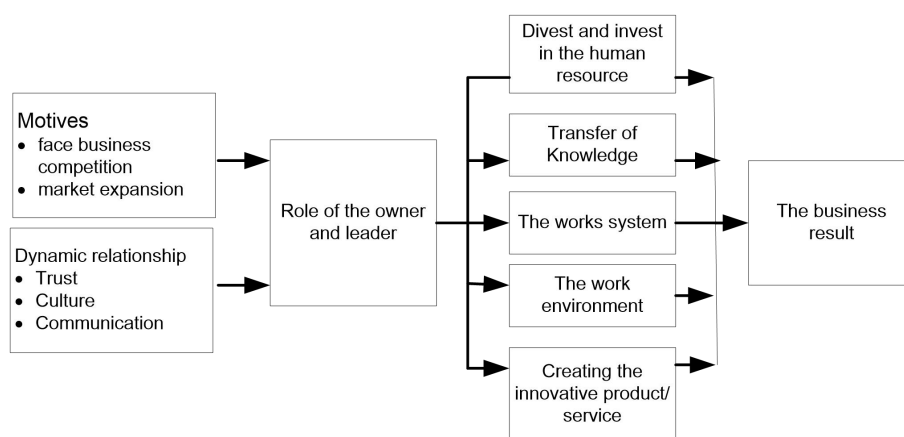


**Figure 1**. Role of the owner and leader in orchestrating the human resource in the partnership company

From Figure 1 shows that the success in orchestrating human resources in the transition period is influenced by the owners and leaders of the company in having a common motive in conducting partnership programs, managing dynamic relationships with partners, divesting and investing in human resources, increasing human resource capacity through the process of knowledge transfer, creating an established work system, providing a comfortable work environment for the creation of innovative TV programs with high viewer ratings, and a focus on achieving business results. In addition, the experience possessed by the owner in managing the partnership program is also another factor of the success.

### Provisional Results

The purpose of the partnership program is to increase the capacity of human resources through knowledge transfer and to accelerate the achievement of the objectives of the partnership program. Therefore a number of findings obtained from each stage can enrich the current theory of resource orchestration (Sirmon *et al.*, 2011). This research also provides the role of the owner and leader in orchestrating the human resource in the partnership company.

### The theory implications

The role of leadership actions in orchestrating human resources in the transition period is firstly influenced by experience in establishing partnership relationships (Ibrahim, *et al.*, 2018). This experience enhances partnership management capabilities through social interactions with partner companies (Ferreira (2019). Second, the success of leaders in managing of the human resources (Sirmon *et al.*, 2011). Third, the success of the leader in managing the process of transferring knowledge from partner companies. This success is due to leaders successfully integrating the best culture of the company and partners (ambiculture) (Keers & Fenema, 2017). Finally, the

success of leaders in managing human resource competencies for the creation of innovative products / services (Chen, *et al.,* 2016). The leader competence is needed to overcome the obstacles faced by companies that carry out the partnership program (Elmuti & Kathawala, 2001). If successful, the company gains a significant impact on company performance (Dacin *et al.,* 2007).

### The practical implications

This paper offers informative concepts and relationships that can be used by corporate leaders to orchestrate human resources in companies that carry out partnership programs, such as how leaders maintain dynamic relationships with partner companies in the process of transferring knowledge in order to create innovative products according to customer needs. In addition, companies that have previous experience in conducting partnership programs will be more successful in managing the partnership relationship.

### Limitations and Future Research

This research is only limited to two cases in television media companies. In order to obtain more comprehensive results and general models, future research is to expand cases by increasing the number of cases in other television companies or in non-television companies.

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