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The Effect of Strategic Agility and Digital Transformation on Strategic Renewal: An Empirical Study of Private Primary Health Care Services in Indonesia

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Abstract

This study is motivated by intensifying competition and rising patient expectations for fast, accessible, and digitally enabled services in private health clinics, especially in urban Indonesian cities. A research gap persists because most prior work focuses on hospitals or macro-level analyses, while quantitative evidence at the main-clinic level remains limited. We conducted a cross-sectional survey of 142 respondents and estimated the structural model using PLS-SEM. The results show that digital orientation and digital intensity positively influence strategic agility and digital transformation, with digital intensity exerting the stronger effect, particularly on digital transformation. The mediating role of digital transformation is supported, whereas strategic agility's mediation is not. The study explains that the combination of a clear digital orientation, sustained digital investment intensity, and end-to-end execution of digital transformation is the most significant driver of strategic renewal. Managerial implications highlight the need to institutionalize digital orientation, allocate dedicated digital budgets, run cross-functional transformation programs, and foster a collaborative digital culture to accelerate execution amid competitive pressure and growing customer demands.

Keywords: *digital intensity; digital orientation; digital transformation; strategic agility; strategic renewal*

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INTRODUCTION

Today's business environment is characterized by a rapid rate of change and high uncertainty. These conditions are influenced by technological disruptions, cross-border regulatory dynamics, global crises such as pandemics, and the inevitable acceleration of digital transformation. In the context of globalization supported by advances in information and communication technology, organizations in various sectors, including the healthcare sector, are faced with increasingly complex and dynamic pressures. The flow of globalization has accelerated the spread of innovation, international standards, and increased expectations of service users, so healthcare organizations are required to adapt not only to domestic competition, but also to global developments. This condition encourages organizations to not only respond passively to change, but to be able to develop capabilities, seize new opportunities, and continuously update strategies to maintain long-term relevance (Agarwal & Helfat, 2009; Tallon et al., 2022).

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Digitalization is understood as a key element in global industrial transformation, especially in the framework of the transition to the Industry 4.0 era. The need for digital transformation is increasingly felt in various sectors, including healthcare, as new technologies emerge that are transforming the way organizations operate and deliver value. In the last two decades, the role of digital transformation in the healthcare sector has been strengthened, especially related to improving operational efficiency and quality of patient care. The acceleration of digital technology adoption that occurred during the COVID-19 pandemic has also accelerated this shift, marked by the increasing integration of digital systems in the health service process. This phenomenon shows that there is a widespread recognition that digital technology is able to provide significant benefits, both for patients and service providers, through increasing service effectiveness and optimizing work processes (Nguyen & Hoai, 2022; Steinhäuser et al., 2021).

Globally, including in developing countries, the growth of private healthcare services, particularly health clinics, shows an increasing trend. This development is accompanied by an increase in the number of private clinics as primary service providers, an expansion of the types of services offered, and the use of digital technology to improve the quality and efficiency of services. Service differentiation began to be directed at the aspects of accessibility, convenience, speed of service, and patient experience. In line with this, the use of digital-based services such as telemedicine, health applications, electronic medical records, and data integration is part of the service provider's strategy to respond to current needs while anticipating future demands (Ahmed et al., 2025; Mueller-Saegebrecht & Walter, 2025; Nasiri et al., 2022).

In Indonesia, similar changes have not occurred in isolation, but have become part of a structural transformation in the healthcare system. Policy and regulatory support from the government is getting stronger, especially through the digital transformation agenda of the health sector and the implementation of the National Health Insurance. In this scheme, private service providers are playing an increasingly significant role in the provision of primary services. The increase in the use of health services, especially in urban areas, has also encouraged the intensification of competition between clinics. Competition is no longer just focused on location and price, but increasingly shifts to service quality, ease of access, and overall patient experience. The capitation payment mechanism applied to first-tier healthcare facilities encourages efficiency in resource management while demanding differentiation of services to maintain a stable patient base.

After the implementation of the National Health Insurance, the competitive landscape of primary health services in Indonesia has undergone an increasingly competitive change. Private clinics, especially the main clinics, are increasingly dominant in serving JKN participants and actively compete to attract and retain patients. The intensity of competition is increasing not only in terms of the number of providers, but also in terms of service quality, speed, accessibility, and quality of patient experience. The dominance of the private sector in terms of demand and

ownership of service facilities further tightens competition and demands the development of sustainable competitive advantage.

Under these conditions, major health clinics face increasingly complex strategic challenges. Easier access to information through digital platforms has changed patient behavior in choosing health services. A strong and responsive digital presence is an important need for clinics to stay competitive. On the other hand, improving service quality and patient satisfaction is also the main focus, so that various efforts to increase human resource capacity and reputation management through patient feedback are getting more attention. In addition to market challenges, changes in regulations and accreditation standards also require organizational adaptability to continue operating according to the applicable legal framework.

In a situation characterized by rapid changes and competitive pressures, organizational strategy renewal is understood as a strategic need for healthcare organizations, especially private clinics. Strategic renewal is not limited to short-term adjustments or service innovations, but includes a comprehensive update of core strategies, business models, organizational structures, work culture, technology capabilities, and resource allocation. In the context of healthcare, strategy updates are often reflected through the integration of digital services such as telemedicine into key service models, which demand a realignment of clinical, administrative, and internal coordination mechanisms (Akpe et al., 2023; Bounfour et al., 2023).

The successful implementation of digital innovations, including telemedicine, is heavily influenced by the organization's ability to manage change and institutionalize new practices on an ongoing basis. This is crucial given that external changes are constant and increasingly difficult to predict. Organizations that are able to combine digital capabilities with strategic sensibilities tend to be more effective in leveraging digital transformation as a source of competitive advantage, not only for efficiency, but also for service value improvement, personalization, and data-driven decision-making.

Although a number of studies have highlighted the importance of strategic agility and digital transformation in healthcare organizations, empirical evidence explaining the role of digital orientation and digital intensity in driving sustainable strategy renewal is still limited, particularly in the Indonesian context. Therefore, this study is directed to examine in depth how strategic agility and digital transformation together affect the process of strategy renewal in private clinics in Indonesia. The findings are expected to provide theoretical contributions as well as relevant practical recommendations for healthcare managers in facing competition in the digital era (Bughin et al., 2021; Cannavacciuolo et al., 2023).

METHODOLOGY

This study uses a quantitative approach with a cross-sectional research design. The quantitative approach was chosen because it allows testing of causal relationships between variables through numerical measurements and statistical analysis. The cross-sectional design is used because data collection is carried out over a specific

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period of time to capture the actual state of the organization of major private health clinics in the face of the dynamics of digital transformation and healthcare competition. This approach is suitable for testing the conceptual model and structural relationships between variables as formulated in the research hypothesis.

The development of conceptual models in this study was carried out by adapting and integrating several relevant previous research models, especially the models developed by Tenggono et al., Bounfour et al., Mauro et al., and Malik et al. The conceptual model is prepared by placing digital orientation and digital intensity as exogenous variables, strategic agility and digital transformation as mediation variables, and strategic renewal as endogenous variables. This framework is built on the perspective of Resource-Based View and Dynamic Capability which emphasizes the importance of the organization's internal capabilities in dealing with dynamic environmental changes.

The population in this study is all major private health clinics operating in Indonesia, especially clinics that provide specialist medical services or a combination of basic and specialist services in accordance with the provisions of the Ministry of Health's regulations. The focus on private primary health clinics was chosen because this segment faces high competitive pressures, efficiency demands due to the National Health Insurance system, and the need for increasingly intensive adoption of digital technology.

The sampling technique uses the purposive sampling method. The sample was selected based on certain criteria, namely respondents were owners, managers, directors, or strategic decision-makers in major private health clinics, and had an understanding of organizational strategies and the use of digital technology. The number of respondents who were successfully collected in this study was 142 respondents, who were considered to have met the minimum number of samples for Structural Equation Modeling analysis based on Partial Least Squares.

Data collection was carried out through surveys using structured questionnaires. The questionnaire instrument was compiled based on indicators that have been validated in previous research and adjusted to the context of health services in Indonesia. All question items were measured using a five-point Likert scale, which represents the respondents' level of approval of each statement. Before the wide distribution of the questionnaire, a readability test was carried out to ensure the clarity of the language, the relevance of the context, and the suitability of the terms used.

The digital orientation variable is operationalized through the dimensions of digital commitment, technological excellence, technology adoption, and digital innovation. The digital intensity variable is measured through the level of technology integration, support of resources and digital governance, and coordination with the digital ecosystem. Strategic agility is measured through the dimensions of knowledge management, dynamic talent management, open innovation, digitalization, and sustainability. Digital transformation is measured through business process effectiveness, process improvement, cost efficiency, business model changes, and

interaction with customers. Strategic renewal is measured through the dimensions of structure, renewal processes, and the results of strategy updates.

Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Squares. The SEM-PLS method was chosen because it is able to handle complex research models with a relatively large number of latent variables and indicators, and does not require normal data distribution. In addition, SEM-PLS is suitable for predictive and exploratory purposes, and is effectively used in medium sample sizes such as in this study.

The analysis stage begins with a descriptive analysis to describe the characteristics of the respondents and the clinical profile. Furthermore, an evaluation of the measurement model or outer model was carried out through convergent validity, discriminant validity, and construct reliability. Convergent validity is evaluated through outer loading values and Average Variance Extracted, while reliability is assessed through Composite Reliability and Cronbach's Alpha.

After the measurement model is declared to meet the criteria, the analysis is continued to evaluate the structural model or inner model. This evaluation includes testing the determination coefficient, effect size, and test the significance of the relationship between variables through the bootstrapping procedure. Hypothesis testing was carried out by looking at the value of the path coefficient and the level of statistical significance.

Through these methodological stages, this study seeks to produce strong and relevant empirical findings in explaining how digital orientation and digital intensity affect strategic renewal through the role of strategic agility and digital transformation in major private health clinics in Indonesia.

RESULTS AND DISCUSSION

Research Overview

This research was conducted on the main private health clinics in Indonesia that have been involved in digital processes in organizational operations and strategies. The unit of analysis is an organization, with respondents coming from middle management, top management, and owners who have authority in strategic decision-making. The research population refers to data from the Ministry of Health in 2024 which recorded 15,311 private primary clinics, with a focus on clinics that have implemented digital practices. Data collection was carried out through a structured quantitative survey and analyzed using the Partial Least Square method within the framework of Structural Equation Modeling, which was chosen because it was able to handle complex models and limited sample sizes (Ciampi et al., 2022; Doz & Kosonen, 2010; Eisenhardt & Martin, 2000).

A readability test was conducted on 10 respondents from managers and clinic owners to ensure language clarity, term relevance, and suitability of the industry context. The test results showed that most items were easy to understand, but some

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terms were adjusted to be more contextual and applicable in the Indonesian work environment. The input is used to improve the editing of research instruments.

A total of 142 respondents participated in the study, the majority of whom were managers or heads of divisions, followed by directors or top managers, as well as clinic owners. This composition shows that data is obtained from relevant parties in the making and implementation of strategic decisions. Based on the number of employees, respondents are dominated by small to medium-scale organizations with fewer than 100 employees, reflecting a relatively agile organizational structure. In terms of organizational age, most clinics are in the age range of 3–5 years, which shows the condition of the organization that is quite operationally mature but still adaptive to changes, so it is relevant to study digital transformation and strategy updates.

Validity and Reliability Tests

The results of the outer loading test using PLS-SEM showed that all indicators in the five research constructs had values above 0.70. These findings confirm that all indicators are able to represent constructs robustly and meet the criteria of convergent validity.

In the Digital Orientation construct, all indicators show adequate contributions, with the highest score on the digital innovation indicator that reflects the organization's initiative in developing digital-based business models. This confirms that digital orientation is understood as a strategic commitment to value creation through innovation, not just automation.

For Digital Intensity, the indicator with the highest value relates to the allocation of a special budget for the development of digital technology. These findings show that digital intensity is interpreted as the depth of investment and resource support for the use of technology in various organizational functions.

In the Strategic Agility construct, the indicator of talent management flexibility has the highest value. This confirms that the organization's ability to dynamically manage and distribute human resources is a key factor in strategic agility, especially in responding to changing service needs.

The results of the Digital Transformation convergent validity show that indicators related to digital-based cross-functional process integration and redesign have the greatest contribution. These findings confirm that digital transformation is understood as a comprehensive change to integrated work processes and structures, rather than just a partial adoption of technology.

In the Strategic Renewal construct, the indicator of short-term financial performance improvement shows the highest outer loading value. This indicates that strategy updates are considered successful when they are able to produce real improvements in financial performance, which reflect the revitalization of organizational direction and processes.

Overall, the results of the convergent validity test confirm that all constructs in the research model have been well measured and are suitable for further structural model testing.

Structural Model Analysis

Structural model analysis was carried out to assess the causal relationship between variables through R square, F square, and fit model tests. The results of the analysis show that the research model has adequate explanatory capabilities and is suitable for hypothesis testing.

The R square value shows that Digital Orientation and Digital Intensity, with the support of Strategic Agility, are able to explain 37.7% of the variation in Digital Transformation. Strategic Agility is explained at 23.7% by digital orientation and intensity, which indicates the presence of other factors outside the model. Strategic Renewal has an R square value of 37.7%, which confirms that strategy renewal is heavily influenced by digital transformation and strategic agility. Overall, the value of R square supports the conceptual framework of the study.

The results of the F square test show that Digital Intensity and Digital Orientation have a small to moderate influence on Digital Transformation and Strategic Agility. Digital Transformation has a great influence on Strategic Renewal, so it plays a key role in the driver of strategy renewal. Strategic Agility makes a relatively small contribution, but it is still relevant in supporting the transformation process and updating the strategy.

The fit model test showed an SRMR value of 0.053 in the saturated model and 0.068 in the estimated model. These values are within acceptable limits, so the model is considered to have a good level of compatibility. These findings suggest that the relationships between constructs in the model have reflected the empirical conditions of the healthcare organizations studied.

Hypothesis Test

Table 1. Hypothesis Test

	Hypothesis	Pathway	Remarks
H1	*Digital Orientation* has a positive effect on *Strategic Agility*	DO-SA	*Direct Effect*
H2	*Digital Orientation* has a positive effect on *Digital Transformation*	DO-DT	*Direct Effect*
H3	*Strategic Agility* mediates the relationship *between Digital Orientation* and *Strategic Renewal*	DO-SA-SR	*Mediation Effect*
H4	*Digital Intensity* has a positive effect on *Strategic Agility*	DI-SA	*Direct Effect*
H5	*Digital Intensity* has a positive effect on *Digital Transformation*	DI-DT	*Direct Effect*

H6	*Digital Transformation* mediates *the relationship between Digital Intensity* and *Strategic Renewal*	DI-DT-SR	*Mediation Effect*
H7	*Strategic Agility* has a positive effect on *Digital Transformation*	SA-DT	*Direct Effect*
H8	*Strategic Agility* has a positive effect on *Strategic Renewal*	SA-SR	*Direct Effect*
H9	*Digital Transformation* has a positive effect on *Strategic Renewal*	DT-SR	*Direct Effect*

The conceptual model of this study was developed with nine hypotheses, consisting of seven direct relationships and two mediation hypotheses to test the role of strategic agility and digital transformation in driving strategy innovation. Digital orientation and digital intensity are positioned as independent variables that represent the strategic direction and commitment of an organization's digital resources, which is hypothesized to influence strategic agility and digital transformation as an internal mechanism. The two mechanisms are further directed to strategic renewal as a strategic goal. The framework is based on the integration of Resource-Based View and Dynamic Capabilities to explain how digital onboarding and investment are converted into organizational updates.

Direct Effect

Table 2. Direct Effect Results

Direct Effect	*Path Coef.*	*T stat.*	*P Values*	*Test Results*
TUESDAY -> DT	0.323	2,909	0.004	H5 Significant
NOT >	0.299	2,573	0.01	H4 Significant
DO -> DT	0.234	2,196	0.028	Significant H2
DO >	0.262	2,236	0.025	H1 Significant
DT -> SR	0.527	4,950	0.000	H9 Significant
SA -> DT	0.21	2,106	0.035	H7 Significant
IN > MR	0.158	1,410	0.159	H8 Insignificant

The results of the direct effect test showed a significant relationship between digital orientation, digital intensity, execution capability, and strategy updates. Digital intensity is proven to be more dominant than digital orientation because it has a significant positive effect on digital transformation and strategic agility. These findings confirm that the depth of investment and utilization of technology is the main driver of process change and organizational agility. Digital orientation also has a significant effect, but with smaller power, so it plays a role as a strategic direction that needs to be supported by real resources. Digital transformation is the strongest path to strategic renewal, showing that strategic renewal mainly occurs through the realization of digital transformation. Strategic agility plays a significant role in driving digital

transformation, but it does not have a direct effect on strategic renewal, so the impact is indirect. This pattern supports the view that digital resources are the basis of excellence, while dynamic capabilities serve to convert them into strategic outcomes. Practically, private clinics need to prioritize digital intensity and orchestration of cross-unit transformation, with agility as the driver of implementation so that strategy updates are truly achieved (Hannan & Freeman, 1984; Kraus et al., 2021).

Mediation Effect

Table 3. Mediation Effect Results

Mediation Effect	*Path Coef.*	*T stat.*	*P Values*	*Test Results*
TUE -> DT -> SR	0.170	2,277	0.023	H6 Significant
DO > TO > MR.	0.042	0.980	0.327	H3 Insignificant

The results of the mediation test showed that the Digital Intensity → Digital Transformation → Strategic Renewal pathway had a significant effect, which confirmed that strategic renewal occurs when the intensity of digital resources is manifested in real digital transformation. In contrast, the Digital Orientation → Strategic Agility → Strategic Renewal pathways are insignificant, suggesting that onboarding and agility alone are not enough to drive strategic renewal without integrated digital transformation. These findings confirm that digital transformation is a key mediator that converts digital investments into strategic value, while agility functions primarily as an implementation driver, rather than a direct source of strategy updates.

Hypothesis Test Analysis

H1 is supported. Digital Orientation has a positive effect on Strategic Agility. Digital orientation shapes internal vision, priorities, and legitimacy to respond quickly to change through sensing, seizing, and reconfiguring. In private clinics, this orientation accelerates the adjustment of service flows and coordination across units.

H2 is supported. Digital Orientation has a positive effect on Digital Transformation. Digital orientation serves as a strategic prerequisite that directs investment and redesign of cross-functional processes. Transformation is perceived as real when platform integration and end-to-end work overhauls occur.

H3 is not supported. Strategic Agility does not mediate the relationship between Digital Orientation and Strategic Renewal. Agility tends to function as a short-term operational response and has not sufficiently driven strategy renewal without systemic change realized through digital transformation.

H4 is supported. Digital Intensity has a positive effect on Strategic Agility. Technology investments and budget support improve data visibility, coordination, and resource flexibility, making organizations more responsive to changing demands and regulations.

H5 is supported. Digital Intensity has a positive effect on Digital Transformation. The intensity of investment and technology adoption enables system

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integration, process standardization, and cross-unit collaboration that are at the core of digital transformation.

H6 is supported. Digital Transformation mediates the relationship between Digital Intensity and Strategic Renewal. The strategic value of digital investment arises when technology translates into tangible changes in processes, structures, and working models.

H7 is supported. Strategic Agility has a positive effect on Digital Transformation. Agility accelerates the implementation of digital projects by reducing friction across functions and accelerating decision-making.

H8 is not supported. Strategic Agility has no direct effect on Strategic Renewal. Agility plays more of a role as a tactical adaptability, while strategy updates demand structural changes that usually occur through the digital transformation agenda.

H9 is supported. Digital Transformation has a positive effect on Strategic Renewal. Digital transformation provides an implementable mechanism that instantly changes the way organizations work, so that strategy updates can be executed consistently and sustainably.

Advanced Analytics

Follow-up analysis was conducted to see differences in respondents' perceptions based on position and organizational size by combining the results of statistical tests and indicator descriptions.

Differences in Perception on Digital Orientation Based on Position

The results of the ANOVA test show that there is a significant difference in one of the indicators of digital orientation between the Manager and Board of Directors groups. The Board of Directors tends to give a higher rating than the Manager. This difference reflects the different viewpoints between the strategist and the operational implementer. The Board of Directors assesses digital orientation as a strategic direction and long-term vision, while the Manager considers process readiness, workload, and implementation obstacles in the field. This pattern is common in the digital transformation agenda due to the difference in distance to the reality of daily operations.

Differences in Digital Intensity Based on Clinic Size

Most digital intensity indicators show homogeneous variance between clinic sizes. However, significant differences appear in indicators related to digital budget allocation and technology integration readiness. These findings show that there is a gap in digital investment capacity. Larger-scale clinics tend to have more stable funding and technology governance, while micro and small clinics show greater variation due to limited resources and reliance on ad hoc solutions.

Differences in Strategic Renewal Based on Clinic Size

Most indicators of strategy updates are relatively uniform across the size of the organization. Significant differences only appear in indicators that represent

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continued competitive advantage. This shows that strategy renewal activities can be carried out by various clinic-scales, but the achievement of long-term strategic results is more influenced by the organization's capacity to manage investments, system integration, and service development.

The results show that digital capabilities cannot be understood simply as technology adoption, but rather as the configuration of resources and processes that shape the organization's ability to respond to change and update strategies on an ongoing basis.

The Role of Digital Onboarding and Intensity

Digital orientation functions to form the framework of thinking, internal legitimacy, and strategic direction of the organization. Digital intensity provides real support in the form of investment, infrastructure, and technology deployment. These two variables act as initial triggers that strengthen organizational capabilities, both in the form of strategic agility and digital transformation. Without a clear orientation, digital investment becomes directionless. Without adequate intensity, orientation only stops as a discourse.

Strategic Agility as an Execution Mechanism

Strategic agility has been proven to play a role in driving digital transformation, but it does not directly result in strategy updates. These findings show that agility in clinics functions more as an operational adaptability and tactical adjustment. Agility accelerates the response and implementation of change, but it is not yet enough to produce structural and long-term change.

Digital Transformation as a Driver of Strategy Renewal

Digital transformation is a key factor that bridges digital resources to strategy updates. When technology is used to redesign processes, integrate work units, and strengthen data governance, strategic changes can be executed consistently. This explains why digital transformation has a strong direct influence on strategy renewal rather than agility alone.

Contextual Implications on Private Clinics in Indonesia

In the context of major private clinics in Indonesia, competitive pressures, efficiency demands, and increasingly digital patient expectations demand systemic change. Clinics with a strong digital orientation are better equipped to adapt, but strategic advantages are only achieved when they are supported by consistent and integrated digital investments. Without process and system transformation, agility tends to result in short-term improvements and is not enough to drive continuous strategy updates.

CONCLUSION

This research shows that the renewal of strategies in major private health clinics in Indonesia is mainly determined by the organization's ability to execute digital transformation as a whole. Digital orientation acts as a strategic direction and commitment, while digital intensity reflects the depth of investment and utilization of

technology. Key findings confirm that digital intensity has a stronger influence than digital orientation in driving digital transformation and strategic agility. Digital transformation is proving to be a key pathway that channels digital resources and investments towards strategy updates, while strategic agility serves more as an implementation support capability and does not directly result in strategy updates without structured process and system changes. Overall, the results of this study confirm that strategy renewal in the context of health clinics does not rely enough on adaptive attitudes or quick responses, but demands real changes to digitally integrated processes, governance, and work models that are integrated across functions.

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