

## **BAB 6**

### **KESIMPULAN**

#### **6.1 Kesimpulan**

Hasil analisis dan pembuktian yang dilakukan dengan menggunakan *partial least square*, hubungan kausalitas antara Tingkat Diferensiasi, Reputasi Organisasi dan Kinerja Keuangan dengan *Market-Based Capabilities* sebagai variabel mediasi pada Industri Makanan di Surabaya yang telah diuraikan pada bab terdahulu, disimpulkan sebagai berikut:

1. Hasil penelitian ini menyatakan bahwa tingkat diferensiasi berpengaruh signifikan terhadap *market-based capabilities*. Hal ini berarti bahwa semakin tinggi tingkat diferensiasi maka semakin baik *market-based capabilities*.
2. Hasil penelitian ini menyatakan bahwa *market-based capabilities* berpengaruh signifikan terhadap kinerja keuangan. Hal ini berarti semakin baik *market-based capabilities* suatu perusahaan dapat meningkatkan kinerja keuangan.
3. Hasil penelitian ini menyatakan tingkat diferensiasi berpengaruh tidak signifikan terhadap kinerja keuangan. Tingkat diferensiasi di industri makanan memang diperlukan untuk menghadapi persaingan. Namun untuk menciptakan produk baru yang unik akan membutuhkan biaya yang lebih besar tentunya ini mengurangi keuntungan perusahaan.
4. Hasil penelitian ini menyatakan bahwa reputasi organisasi berpengaruh signifikan terhadap *market-based capabilities*. Hal ini berarti semakin baik reputasi organisasi semakin baik *market-based capabilities*.

5. Hasil penelitian ini menyatakan bahwa reputasi organisasi mempunyai pengaruh signifikan terhadap kinerja keuangan. Arah hubungan negatif menunjukkan bahwa semakin tinggi reputasi organisasi menyebabkan penurunan kinerja keuangan.
6. Hasil penelitian ini menyatakan bahwa *market-based capabilities* memediasi hubungan antara tingkat diferensiasi dan kinerja keuangan. Hubungan antara tingkat diferensiasi dan kinerja keuangan yang awalnya tidak signifikan dengan mediasi *market-based capabilities* menjadi signifikan.
7. Hasil penelitian ini menyatakan bahwa *market-based capabilities* memediasi hubungan antara reputasi organisasi dan kinerja keuangan. Hubungan antara reputasi organisasi dan kinerja keuangan yang awalnya signifikan dengan arah negatif dengan mediasi *market-based capabilities* menjadi signifikan dengan arah positif.

## **6.2 Saran**

Hasil kajian dan temuan yang didapat pada penelitian ini, maka beberapa saran yang dapat diajukan untuk ditindaklanjuti dalam rangka pengembangan keilmuan manajemen dan peningkatan kinerja keuangan pada industri makanan di Surabaya dijelaskan sebagai berikut:

### **6.2.1 Saran bagi Industri Makanan di Surabaya**

Saran yang dapat dijadikan sebagai bahan pertimbangan kebijakan manajemen dalam menentukan strategi yang tepat, sebagai berikut:

1. Tingkat Diferensiasi pada industri makanan di Surabaya meskipun berpengaruh tetapi tidak signifikan terhadap kinerja keuangan tetap perlu

ditingkatkan. Dengan semakin maraknya pelaku industri makanan maka persaingan semakin ketat. Dengan diferensiasi suatu perusahaan memiliki keunggulan kompetitif, terutama dengan memiliki variasi produk yang lebih banyak dan sesuai dengan selera pelanggan. Hal ini berpengaruh terhadap harga premium sehingga berpengaruh terhadap kinerja keuangan.

2. Reputasi organisasi pada industri makanan di Surabaya perlu diperbaiki karena dalam menghasilkan produk atau jasa yang berkualitas mendapatkan harga jual premium yang dapat diterima pasar dan meningkatkan kepercayaan *stakeholder*. Salah satu contoh manfaat reputasi organisasi misalnya dengan turunnya *turnover* karyawan. Selain fokus pada peningkatan kinerja keuangan, industri makanan di Surabaya hendaknya memberi perhatian kepada karyawan dan lingkungan sekitar.
3. Industri yang melakukan diferensiasi dengan pengembangan produk baru dan ingin meningkatkan reputasi organisasi harus memperhatikan *market-based capabilities* karena *market-based capabilities* didasarkan oleh faktor pelanggan yang melakukan integrasi antara kapabilitas organisasi dan pasar sehingga produk yang dihasilkan dapat diterima pasar dan meningkatkan kinerja keuangan.

### **6.2.2 Saran Penelitian Selanjutnya**

Beberapa saran untuk penelitian selanjutnya adalah sebagai berikut:

1. Penelitian ini memiliki keterbatasan yaitu hanya pada industri makanan di Surabaya, oleh karena itu perlu penelitian lebih lanjut dengan lingkup lebih luas misalnya pada semua industri yang ada di Surabaya atau industri makanan di Indonesia.

2. Studi ini menilai reputasi organisasi berdasarkan pendapat dari internal perusahaan. Penelitian lanjutan hendaknya mempertimbangkan pendapat eksternal organisasi dalam menilai reputasi organisasi misalnya dengan menambah variabel kepuasan pelanggan.

### **6.2.3 Saran Pembuat Kebijakan**

Industri makanan masih tertekan dengan banyaknya regulasi yang terasa menghambat, sehingga ruang gerak pelaku industri makanan menjadi terhambat. Pelaku industri makanan mengeluhkan regulasi yang mempersulit impor bahan baku makanan. Selain itu pemerintah juga terlalu membuka lebar kesempatan impor barang jadi makanan tanpa menata peredarannya. Oleh karena itu, diharapkan pemerintah lebih mempermudah regulasi yang ada sehingga pelaku industri makanan dapat mengembangkan produknya dan dapat bersaing dengan produk luar negeri yang masuk ke Indonesia.

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