

BAB 6

PENUTUP

6.1 Kesimpulan

Berdasarkan hasil, analisis data penelitian dan pembahasan, yang dilakukan dengan menggunakan teknik *Partial Least Square* (PLS) untuk menguji hubungan kausalitas antara Pengaruh Kekuatan Industri dan Sumber daya terhadap Kinerja Organisasi Usaha Kecil Menengah (UKM) industri makanan di Surabaya melalui Penerapan Strategi Generik dan Kemampuan Inovasi Organisasi, diperoleh kesimpulan sebagai berikut:

1. Hipotesis pertama yang menyatakan Kekuatan Industri berpengaruh signifikan terhadap Penerapan Strategi Generik **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi tekanan Kekuatan Industri yang dipersepsikan UKM, semakin tinggi pula fokus UKM pada Penerapan Strategi Generik. Hal ini karena perusahaan-perusahaan yang berada dalam industri makanan cenderung menghadapi tingkat ketidakpastian yang besar, dan untuk mengurangi ketidakpastian tersebut, perusahaan harus secara aktif menerapkan konsep manajemen strategis (Johnson et al., 2008).
2. Hipotesis kedua yang menyatakan Kekuatan Industri berpengaruh signifikan terhadap Kemampuan Inovasi Organisasi **ditolak**. Hal ini berarti Kekuatan Industri tidak mampu secara signifikan meningkatkan Kemampuan Inovasi Organisasi. Hal ini karena responden dalam

penelitian ini adalah UKM industri makanan di Surabaya dengan karakteristik: (1) skala menengah; dan (2) berusia ≥ 3 tahun. Ketika sebuah organisasi berkembang dalam skala (ukuran), maka hal ini berarti organisasi memerlukan sistem pengendalian yang lebih rumit dan secara bertahap akan kehilangan kemampuan untuk berinovasi (Miller et al., 1988). Sementara dari sisi usia, sulit bagi organisasi yang telah “dewasa” untuk meningkatkan kemampuan inovasi karena pengaruh rutinitas kerja.

3. Hipotesis ketiga yang menyatakan Kekuatan Industri berpengaruh signifikan terhadap Kinerja Organisasi **ditolak**. Hal ini berarti Kekuatan Industri tidak mampu secara signifikan meningkatkan Kemampuan Inovasi Organisasi. Hal ini karena industri makanan merupakan industri yang dinamis karena merupakan industri dengan produk *low involvement* (Silayoi & Speece, 2004). Sehingga untuk berhasil, perusahaan harus menyadari dan memahami secara penuh berbagai manifestasi lingkungan, sehingga organisasi dapat mengambil tindakan seperti membangun kemampuan dan kompetensi inti yang dapat membantu organisasi dalam mengatasi ancaman dan meraih peluang (Welch & Welch, 2005; Kacperczyk, 2009). Dengan demikian dapat dipostulasikan bahwa lingkungan eksternal tetap menjadi aspek penting dalam manajemen strategis, memiliki pengaruh terhadap kinerja organisasi, namun tidak secara langsung.
4. Hipotesis keempat yang menyatakan Sumber Daya berpengaruh signifikan terhadap Penerapan Strategi Generik **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi kepemilikan

Sumber Daya yang dipersepsikan UKM, semakin tinggi pula fokus UKM pada Penerapan Strategi Generik. Hal ini karena bagaimana perusahaan mencapai dan mempertahankan keunggulan bersaing dapat ditentukan penggunaan Sumber Daya mereka (Kostopoulos et al, 2002). Hal ini mencerminkan lingkungan internal sebuah organisasi, dalam hal ini Sumber Daya dan kemampuannya, merupakan faktor penting untuk menentukan tindakan strategis.

5. Hipotesis kelima yang menyatakan Sumber Daya berpengaruh signifikan terhadap Kemampuan Inovasi Organisasi **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi kepemilikan Sumber Daya yang dipersepsikan UKM, semakin tinggi pula Kemampuan Inovasi Organisasi UKM. Hal ini karena kemampuan inovasi organisasi akan memampukan organisasi untuk mengembangkan atau memperbaiki produk/jasa baru dan keberhasilannya dalam membawa produk/jasa tersebut ke pasar (Gumusluoglu & Ilsev, 2009).
6. Hipotesis keenam yang menyatakan Sumber Daya berpengaruh signifikan terhadap Kinerja Organisasi **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi kepemilikan Sumber Daya yang dipersepsikan UKM, semakin tinggi pula Kinerja Organisasi yang dicapai UKM. Hal ini karena fokus utama dari Pandangan berbasis Sumber Daya adalah pada Sumber Daya dan kemampuan yang dikendalikan oleh perusahaan yang melandasi perbedaan kinerja berkesinambungan dari perusahaan-perusahaan (Peteraf & Barney, 2003).

7. Hipotesis ketujuh yang menyatakan Penerapan Strategi Generik berpengaruh signifikan terhadap Kemampuan Inovasi Organisasi **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi Penerapan Strategi Generik yang dipersepsikan UKM, semakin tinggi pula Kinerja Organisasi yang dicapai UKM. Hal ini karena mengelola strategi akan mengarah pada keunggulan bersaing yang berujung pada meningkatnya kinerja yang unggul, yang merupakan tujuan tunggal paling penting dari setiap perusahaan (Porter, 1980; 1985).
8. Hipotesis kedelapan yang menyatakan Kemampuan Inovasi Organisasi berpengaruh signifikan terhadap Kinerja Organisasi **diterima**. Arah perubahan menunjukkan nilai positif, yang berarti semakin tinggi Kemampuan Inovasi Organisasi yang dipersepsikan UKM, semakin tinggi pula Kinerja Organisasi yang dicapai UKM. Hal ini karena inovasi adalah salah satu aspek penentu terhadap kinerja organisasi dalam lingkungan persaingan yang semakin ketat (Lin & Chen, 2007). Kemampuan inovasi suatu perusahaan akan menjamin kemampuan bersaing perusahaan.

6.2 Saran

6.2.1 Bagi Manajerial Usaha Kecil Menengah (UKM) Industri Makanan di Surabaya

1. Untuk meningkatkan identifikasi merek, Usaha Kecil Menengah (UKM) industri makanan di Surabaya dapat melakukan *re-design* atribut produk dengan cara membuat keemasan dengan warna yang lebih terang; atau membuat logo, simbol, bentuk tulisan, dan lain-lain dengan ukuran yang

lebih mencolok, sehingga pelanggan dapat dengan mudah membedakan produk UKM dengan produk sejenis lainnya.

2. Untuk meningkatkan pencapaian skala ekonomi, UKM industri makanan di Surabaya dapat bekerja sama dengan rumah makan, katering, atau mengikuti even-even tertentu untuk meningkatkan unit penjualan.
3. Untuk meningkatkan pembaharuan proses produksi, adopsi teknologi terbaru, dan meningkatkan keterampilan teknis, UKM industri di Surabaya dapat mengikuti pelatihan-pelatihan rutin yang diadakan Dinas Perindustrian, atau dinas lainnya, yang bertujuan untuk memperkenalkan proses atau metode baru dalam berproduksi. Dapat juga melakukan *benchmarking* ke perusahaan sejenis yang lebih maju untuk belajar mengenai pemanfaatan teknologi terbaru atau dengan secara rutin mengikuti pameran-pameran mesin dan sejenisnya.
4. Untuk meningkatkan kemampuan melakukan koordinasi, UKM industri makanan di Surabaya dapat secara rutin mengadakan rapat lintas divisi untuk membahas isu tertentu atau bertukar informasi. Dapat juga dengan rutin mengadakan acara *gathering* dengan tujuan pengakrabanan.
5. Untuk meningkatkan kepemilikan akan pengetahuan pasar, UKM industri makanan di Surabaya dapat mengadakan riset pasar atau bergabung dengan asosiasi-asosiasi yang berhubungan dengan industri makanan dan minuman.

6.2.2 Bagi Pengambil Keputusan (ekternal)

1. Melakukan langkah-langkah perbaikan bagi keberadaan UKM industri makanan di Surabaya dengan cara membuat pelatihan-pelatihan yang diarahkan pada upaya peningkatan kepemilikan sumber daya manajerial, seperti misalnya pelatihan di bidang Sumber Daya Manusia; kepemilikan sumber daya pemasaran, seperti misalnya *website* jual-beli produk UKM; dan kepemilikan sumber daya teknikal, seperti misalnya demo mesin terbaru.
2. Melakukan langkah-langkah perbaikan bagi kelemahan UKM industri makanan di Surabaya dengan mengadakan pelatihan-pelatihan yang sifatnya stratejik, seperti pelatihan membuat perencanaan strategis, *Standard Operational Procedures* (SOP), sistem pencatatan, dan sebagainya, dalam rangka mengatasi kelemahan UKM pada umumnya.

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