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ORIENTASI KEWIRAUSAHAAN UNTUK PENCAPAIAN KINERJA BADAN USAHA MILIK NEGARA

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Mempunyai pengalaman 30 tahun pada tingkat eksekutif di berbagai Industri mencakup Manufaktur, Perbankan, Asuransi, dan Perdagangan Elektronika serta Consumer Goods, baik Perusahaan Domestik maupun Multinasional. Pernah bergabung di perusahaan seperti: INDOSAT, ASTRA, SONY, Asuransi ROYAL SUN ALLIANCE, CERES dan berpengalaman luas pada Komunitas HRD Indonesia dan Regional, memiliki beberapa sertifikasi keahlian sebagai Soft Skill Assessor, Handwriting Analyst, Certified Behavior Assessor, Leadership Coach & Hypnotherapist, Industrial Relations dan Balanced Scorecard Certification. Sebagai HR-Motivator pada Komunitas HR Indonesia yang dibinanya mencakup anggota 20.000 orang. Bergabung di Kelompok Bakrie sebagai Direktur Bakrie Learning Centre, dan staff Ahli DPKN (Dewan Pelatihan Kerja Nasional).

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KATA PENGANTAR

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Dalam proses penyelesaian tersebut, Penulis merasakan hakikat dari makna belajar yang sesungguhnya pada jenjang formal ini, dan merasakan hikmah yang dalam dari hidayah Allah Swt senantiasa menuntun Penulis memaknai hidup dan kehidupan ini. Kami merasa menjadi insan yang semakin tunduk tak berilmu, dan oleh karenanya sadar sepenuhnya bahwa pembahasan ini tidak sempurna, untuk itu Penulis membuka diri untuk segala saran perbaikan dan masukan dengan kerendahan hati, guna manfaat pengembangan ilmu dan praktiknya dalam peningkatan kesejahteraan masyarakat Indonesia dan umat manusia pada umumnya.

Jakarta, April 2023

Penulis

Dr. Ir. Urip Sedyowidodo, MM., IPM.

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BAB

1

BADAN USAHA MILIK NEGARA

A. Gambaran Umum BUMN dan Perkembangannya

Pasal 33 ayat 2 Undang-Undang Dasar (UUD) Tahun 1945 menyatakan bahwa, “Cabang-cabang produksi yang penting bagi Negara dan yang menguasai hajat hidup orang banyak dikuasai oleh Negara”. Dalam melaksanakan tugas konstitusional tersebut, negara melakukan penguasaan atas seluruh kekuatan ekonomi melalui regulasi sektoral yang merupakan kewenangan dan kepemilikan Negara pada unit-unit usaha milik negara yang menjadi kewenangan Menteri Negara BUMN.

Berdasarkan Undang-Undang No. 19 Tahun 2003 Tentang BUMN, dijelaskan bahwa BUMN adalah badan usaha yang seluruh atau sebagian besar modalnya dimiliki oleh negara melalui penyertaan secara langsung yang berasal dari kekayaan negara yang dipisahkan. Pendirian BUMN berbentuk Persero berdasarkan pasal 12 UU No. 19 tahun 2009 memiliki tujuan untuk menyediakan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat serta mengejar keuntungan guna meningkatkan nilai perusahaan. Secara khusus pada Pasal 2 ayat 1 huruf a, juga dijelaskan bahwa maksud dan tujuan pendirian BUMN adalah memberikan sumbangan bagi perkembangan perekonomian nasional pada umumnya dan penerimaan negara pada khususnya, seperti yang dijelaskan pada gambar 1.1 mengenai tujuan pendirian BUMN secara lengkap.

BAB 2

MANAJEMEN STRATEGI BUMN

A. BUMN dari Sisi Manajemen Strategi

Manajemen Strategi mempunyai empat *building blocks* keunggulan bersaing meliputi; innovation, efficiency, quality, customer responsiveness (Porter, 2009; Gambar 2-1) dan *Resources Based View (RBV) of competitive advantage* dari Barney, 2007. *Resources Based View (RBV)* menjelaskan mengenai keunggulan bersaing yang berkelanjutan (*sustainable competitive advantage*) dapat dicapai jika perusahaan mempunyai sumber daya yang berharga, jarang, tidak tergantikan dan sulit untuk ditiru. Sedangkan *middle range theory* menggunakan teori Kewirausahaan, Perilaku Organisasi dan Manajemen Kinerja. Pemilihan *Resources Based View* ini dirasa penting bagi BUMN ketika ingin memiliki kinerja yang baik dan menjadi pemain utama dalam pasar.

Manajemen strategi menggunakan Orientasi Kewirausahaan, Inovasi, Pembelajaran Organisasi dan Kinerja BUMN untuk mendorong BUMN menjadi unggul dan mampu bersaing secara terbuka di pasar. Hal ini didasarkan pada fenomena yang terjadi yaitu; kurangnya daya saing BUMN yang diduga karena sifat BUMN yang masih sangat birokratis membuat daya inovasi terbatas. Daya inovasi yang tinggi ditimbulkan oleh orientasi kewirausahaan dan pembelajaran organisasi BUMN.

BAB 3

HAL-HAL YANG MENDASARI PENCAPAIN KINERJA BUMN

A. Orientasi Kewirausahaan dan Pembelajaran Organisasi

Pengaruh Orientasi Kewirausahaan pada Pembelajaran Organisasi dilakukan oleh Tsai (2009; Kreisser (2011); Wang (2010). Menurut Tsai (2009) dan Kreisser (2011) Orientasi Kewirausahaan mempunyai pengaruh pada *experimental learning* dan *aquisative learning*. Sedangkan menurut Kreisser (2011) pengaruh antara Orientasi Kewirausahaan dan Pembelajaran Organisasi dapat dikelompokkan dalam tiga perspektif yaitu, (1) Menganalisis dampak dari Orientasi Kewirausahaan dalam memperkaya kapasitas organisasi untuk mengembangkan Orientasi Pembelajaran (Anderson et al, 2014; Liu, Luo & Shi, 2002; Wang et al, 2010). (2) Menganalisis proses yang ditimbulkan oleh Orientasi Kewirausahaan yang berpengaruh pada Orientasi Pembelajaran (Lee & Sukoco, 2007; Li, Huang, & Tsai, 2009; Slater & Narver, 1995). (3) Mempelajari peran Orientasi Kewirausahaan dalam mempromosikan aplikasi yang berkaitan dengan pembelajaran (Bierly, Damanpour dan Santoro, 2009).

Dasar dari pengaruh ini menurut Real, Roldan, dan Leal (2014) yang melihat pengaruh Orientasi Kewirausahaan dan Pembelajaran Organisasi pada 140 industri di Spanyol. Selain itu menurut Kresiser (2011) pengaruh antara Orientasi Kewirausahaan dan Pembelajaran Organisasi berpengaruh pada tingkat pembelajaran yang *aquistive* dan *experimental learning*. Suatu budaya yang menghargai kewirausahaan dan inovasi akan menciptakan suatu lingkungan pembelajaran yang baik (Prahalad dan Hamel, 1990).

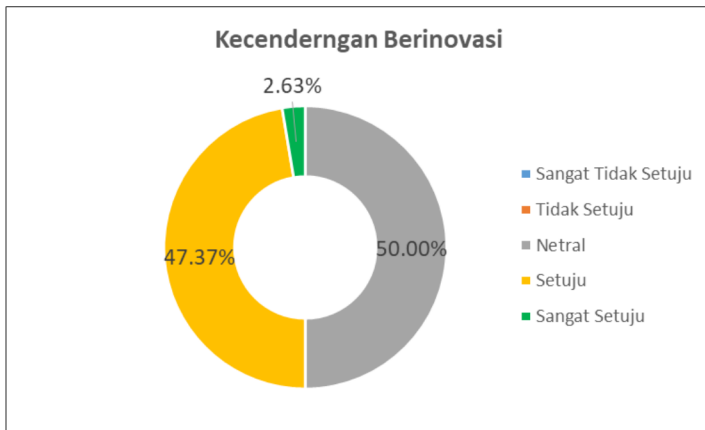
BAB 4

PENCAPAIAN KINERJA BUMN

A. Pencapaian Melalui Orientasi Kewirausahaan

1. Kecenderungan Berinovasi

Kecenderungan Berinovasi ini mengukur apakah manajemen lebih banyak berfokus pada kegiatan-kegiatan pada litbang, teknologi, inovasi dan banyak produk dan jasa yang baru yang dihasilkan. Gambar 4.1. menunjukkan adanya kecenderungan lebih berinovasi.



Gambar 4. 1 Hasil Kecenderungan Berinovasi

2. Proaktif

Proaktif mengukur apakah manajemen sering memulai perubahan lebih dulu yang kemudian direspon oleh kompetitornya, dan sering memperkenalkan produk/jasa, metoda dan teknik baru. Gambar 4.2 menunjukkan Data Proaktif

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Pengampu Mata kuliah; Human Resources Management, Strategic Management, Entrepreneurship, Leadership.

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