



MANAJEMEN STRATEGIS: PENDEKATAN KAPABILITAS DINAMIS

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KATA PENGANTAR

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Buku ini disusun dalam lima Bab, yaitu Konsep Kapabilitas Dinamis, Kapabilitas Inovasi Dalam Bisnis Internasional, Orientasi Kewirausahaan dan Sumber Daya Manusia Dalam Perspektif Kapabilitas Dinamis, Kapabilitas Dinamis Pada Perguruan Tinggi, dan Studi Kasus Penelitian Tentang Kapabilitas Dinamis. Kapabilitas Dinamis merupakan kemampuan organisasi untuk mengintegrasikan, membangun, dan mengkonfigurasi ulang kompetensi internal dan eksternal untuk mengatasi lingkungan yang berubah dengan cepat sehingga diperlukan untuk mempertahankan daya saing melalui peningkatan, penggabungan, bila perlu, mengkonfigurasi ulang aset tidak berwujud dan berwujud organisasi. Materi yang disajikan pada buku ini diharapkan dapat bermanfaat bagi semua kalangan, baik komunitas bisnis maupun akademik, peneliti, mahasiswa, praktisi, maupun masyarakat umum.

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Penulis,

Elistia
Dedi Purwana
Karuniana Dianta Sebayang
Mohammad Sofwan Effendi

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BAB 1

KONSEP KAPABILITAS DINAMIS

A. DEFINISI KAPABILITAS DINAMIS

Pendekatan Kemampuan Dinamis menyatakan bahwa sumber daya adalah sumber keunggulan kompetitif (Collis & Montgomery, 1995). Kapabilitas Dinamis (*Dynamic Capabilities/DC*) berkaitan dengan kemampuan organisasi untuk menyesuaikan diri dengan dinamisme lingkungan, terampil dalam mendeteksi dan memanfaatkan peluang serta mengkonfigurasi ulang sumber daya dan kapabilitasnya, serta mempertahankan daya saingnya. (Teece *et al.*, 1997) mendefinisikan DC sebagai ‘kemampuan perusahaan untuk mengintegrasikan, membangun, dan mengkonfigurasi ulang kompetensi internal dan eksternal untuk mengatasi lingkungan yang berubah dengan cepat’. DC melibatkan tiga proses dasar: (1) *Sensing* adalah kemampuan untuk mendeteksi dan membentuk peluang dan ancaman, melalui aktivitas yang berkaitan dengan pembelajaran, penciptaan, pencarian, dan interpretasi, termasuk analisis tentang bagaimana pelanggan, pemasok, dan pesaing merespons perubahan. (2) *Memanfaatkan* adalah kemampuan untuk memanfaatkan peluang yang teridentifikasi, melalui eksplorasi produk, proses, atau layanan baru, dengan mempertimbangkan faktor-faktor seperti peningkatan kompetensi dan strategi yang ada terkait dengan investasi yang diperlukan untuk model bisnis. (3) *Konfigurasi ulang* mengacu pada kemampuan untuk mengkonfigurasi ulang, menggabungkan kembali, dan melindungi aset organisasi, mempertahankan daya saingnya, yang antara lain dapat terjadi melalui penyelarasan rutinitas, proses, aktivitas, dan tata kelola (Teece, 2007).

Kapabilitas dinamis adalah “kemampuan organisasi untuk mengintegrasikan, membangun, dan mengkonfigurasi ulang kompetensi internal dan eksternal untuk mengatasi lingkungan yang berubah dengan cepat” (Teece *et al.*, 1997). Kategori dinamis yang paling penting kapabilitas telah dikelompokkan karena alasan pragmatis ke dalam kapabilitas untuk (1) merasakan dan membentuk peluang dan ancaman, (2) memanfaatkan peluang, dan (3) mempertahankan daya saing melalui peningkatan,

BAB 2

KAPABILITAS INOVASI DALAM BISNIS INTERNASIONAL

A. PERKEMBANGAN KAPABILITAS DINAMIS

Aktivitas orkestrasi aset utama mencakup pencarian/pemilihan investasi dan konfigurasi/penyebaran investasi tersebut, seperti mengoordinasikan aset terspesialisasi dan konfigurasi ulangnya (C. E. Helfat *et al.*, 2009). Sebagian besar penelitian ini membahas cara-cara konfigurasi ulang sumber daya, termasuk penempatan kembali sumber daya, sumber dan pencangkakan pengetahuan, rekombinasi sumber daya, konfigurasi ulang bisnis, restrukturisasi perusahaan, reorganisasi unit bisnis, *patching*, konfigurasi ulang struktural, dan perakitan strategis (Karim & Capron, 2016). Konstruksi inovasi terbuka mencakup keterbukaan masuk dan keluar. Hal ini penting, karena penciptaan nilai tanpa penangkapan nilai adalah jalan buntu dalam perekonomian pasar perusahaan swasta di mana perusahaan menghadapi persaingan. Namun, asumsi implisit dalam model inovasi terbuka adalah bahwa kedua arah keterbukaan tersebut saling melengkapi dan oleh karena itu mungkin didukung oleh kemampuan yang serupa. Namun, beberapa studi empiris menemukan bahwa hal ini tidak selalu terjadi (Cassiman & Valentini, 2016; Cheng *et al.*, 2016) Perhatian yang cukup besar telah diberikan pada perlunya kepemimpinan untuk beralih dari yang tertutup (yaitu internal) menjadi terbuka. Namun, masih sedikit yang membahas mengenai perlunya koordinasi antar dimensi strategis lainnya dalam aktivitas perusahaan. Gambar 2.1 menunjukkan contoh sederhana permasalahan ini, yaitu tingkat *outsourcing* yang dilakukan suatu perusahaan tetap konstan dan pengeluaran penelitian dan pengembangannya sedikit menurun seiring dengan semakin terbukanya sumber daya teknologinya. Ada banyak dimensi lain yang kurang terukur yang bisa ditunjukkan, seperti perubahan yang diperlukan dalam budaya teknik dan sumber daya yang lebih besar yang perlu dicurahkan untuk pengelolaan aliansi perusahaan, portofolio teknologi, dan kekayaan intelektual.

BAB 3

ORIENTASI KEWIRAUSAHAAN DAN SUMBER DAYA MANUSIA DALAM PERSPEKTIF KAPABILITAS DINAMIS

A. KAPABILITAS DINAMIS DALAM ORIENTASI KEWIRAUSAHAAN

1. Substansi Kapabilitas Kewirausahaan

Berdasarkan literatur mengenai kemampuan tingkat tinggi dalam lingkungan kewirausahaan, bersama dengan pendekatan siklus hidup kemampuan, kami memperkenalkan konsep *Dyanmic Entrepreneurial Capabilities (DEC)* dan membedakannya dari kemampuan kewirausahaan substantif. Secara khusus, kami mendefinisikan kemampuan kewirausahaan substantif sebagai kemampuan untuk mengekspresikan karakteristik tertentu dari orientasi kewirausahaan (*Entrepreneurial Orientation*; identifikasi peluang, pengambilan risiko, toleransi ambiguitas, dan proaktif [Lumpkin & Dess, 1996]), yang diterapkan pada kelompok yang berbasis perusahaan dan kolektif. Mereka diberlakukan, dikembangkan, disempurnakan, dilaksanakan, dan dirutinkan melalui kemampuan Tim kewirausahaan yang kami definisikan sebagai kemampuan kewirausahaan dinamis dan dianggap sebagai sumber daya organisasi tingkat tinggi. DEC dan kapabilitas kewirausahaan substantif mencakup sebagian besar peran tim kewirausahaan perusahaan, yang—berbeda dengan peran manajer puncak yang disorot dalam penelitian lain tentang DC (misalnya, Rindova & Kotha, 2001), sebagian besar berfokus pada perencanaan dan penerapan strategi bisnis tertentu. Proses perubahan—menyoroti bagaimana manajer puncak dan menengah, dalam sebuah perusahaan kecil, menciptakan tim yang datar dan *non-birokrasi* yang bertugas melakukan perubahan teknologi besar-besaran. Lebih tepatnya, melalui DEC, tim kewirausahaan menciptakan teknologi baru melalui pemberlakuan, pengembangan, penyempurnaan, dan rutinisasi wawasan kewirausahaan yang terdistribusi, heuristik kewirausahaan, dan fleksibilitas kewirausahaan—tiga kemampuan kewirausahaan substantif.

BAB 4

KAPABILITAS DINAMIS PADA PERGURUAN TINGGI

A. KAPABILITAS DINAMIS PADA PERGURUAN TINGGI

Di era pengetahuan ekonomi digital, tingkat pendidikan yang lebih tinggi memiliki peran yang lebih penting dari era sebelumnya. Kompetensi dalam hal sumber daya manusia dan teknologi canggih telah mengubah pendidikan demi kebaikan masyarakat (Rosenbusch, 2020). Saat ini, kesejahteraan masyarakat lebih bergantung pada *asset* tidak berwujud dibandingkan sumber daya berwujud. Pemangku kepentingan menuntut manajemen menerapkan tata kelola yang baik dimana *system* pengendalian manajemen merupakan salah satu elemen penting. Pemangku kepentingan perguruan tinggi seperti mahasiswa, pengusaha, karyawan, alumni, orang tua, donor dan lembaga pemerintah, memerlukan manajemen untuk menerapkan strategi yang baik untuk menjaga kepentingan mereka. Dalam konteks PT, kapabilitas dinamis dari 1). *Sensing* adalah kegiatan analisis pasar, pencarian calon investor dan mitra, pemantauan perubahan kebijakan/undang-undang pendidikan dan pasar, survei dengan siswa dan pengamatan dinamika pasar dan persaingan, 2). *Seizing* adalah Penggunaan pengalaman administrasi dan pendidikan. Berbagi interpretasi realitas pendiri dengan manajer dan profesor. Pengembangan pemahaman kolektif tentang keputusan yang akan dibuat, melibatkan banyak aktor, menyebarkan keyakinan dan meminimalkan konflik, 3). Investasi fisik dan finansial dalam unit dan teknologi baru. Pengetahuan, keterampilan dan pengalaman dimobilisasi secara internal dan eksternal melalui perekrutan profesional baru. Proyek percontohan digunakan sebagai laboratorium eksperimental. Investasi dalam pelatihan. Sistem dan prosedur akademik dan administrasi dimodifikasi untuk mengendalikan DE dan untuk menciptakan manajemen profesional berbasis hasil. Jaringan hubungan diperluas dengan kemitraan baru, dengan lembaga pengatur dan dengan pasar.

BAB 5

STUDI KASUS PENELITIAN

TENTANG KAPABILITAS DINAMIS

A. FAKTOR DETERMINAN KAPABILITAS DINAMIS

Kemampuan suatu organisasi, dalam suatu bidang tertentu, mencerminkan kemampuannya dalam menggunakan sumber dayanya seefisien mungkin, sehingga potensi yang ada akan menjadi hasil yang bermanfaat bagi organisasi sebanyak mungkin. Sebuah organisasi dicirikan oleh keberadaan sumber daya dan kemampuan dan membedakan dirinya dari organisasi lain dengan mampu memanfaatkannya dalam lingkungan yang kompetitif. Kemampuan tidak berwujud dan terkadang sulit untuk didefinisikan atau dievaluasi, tetapi dapat diidentifikasi dengan jelas oleh hasilnya (D. J. Teece, 2009, 2012). Konsep kapabilitas dinamis diperkenalkan oleh Teece *et al.* (1997) untuk mencerminkan fakta bahwa, dalam lingkungan yang dinamis, keunggulan kompetitif perusahaan terletak pada kemampuannya untuk mengeksplorasi sumber daya, proses internal, dan rutinitas untuk meningkatkan kompetensi organisasinya. Dalam manajemen strategis, pendekatan kapabilitas dinamis dianggap sebagai pendekatan integratif potensial yang akan lebih memahami bagaimana perusahaan menciptakan dan mempertahankan keunggulan kompetitif. Kemampuan dinamis dapat didefinisikan sebagai "potensi perusahaan untuk memecahkan masalah secara sistematis, dibentuk oleh kecenderungannya untuk merasakan peluang dan ancaman, untuk membuat keputusan tepat waktu, dan untuk menerapkan keputusan strategis dan perubahan secara efisien untuk memastikan arah yang benar" (Li & Liu, 2014).

Sejak awal 1990-an manajemen pengetahuan telah menjadi faktor penting bagi organisasi yang ingin meningkatkan produktivitas dan efektivitas mereka (De Long & Fahey, 2000; Inkpen, 1996; Zack, 1999). Menurut Koulopoulos & Frappaolo (2000), manajemen pengetahuan adalah strategi bisnis penting, yang memungkinkan organisasi untuk memanfaatkan sumber daya yang paling berharga, pengetahuan kolektif, bakat dan pengalaman

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MANAJEMEN STRATEGIS: PENDEKATAN KAPABILITAS DINAMIS

Buku ini mengkaji Manajemen Strategis dengan pendekatan Kapabilitas Dinamis perusahaan yang terbagi dalam dua perspektif, yaitu Kapabilitas Dinamis pada Bisnis Internasional dan Kapabilitas Dinamis pada Perguruan Tinggi. Kapabilitas Dinamis merupakan suatu kerangka kerja yang dikembangkan untuk manajemen strategis, sehingga sangat penting bagi organisasi. Buku ini disusun dalam lima Bab, yaitu Konsep Kapabilitas Dinamis, Kapabilitas Inovasi dalam Bisnis Internasional, Orientasi Kewirausahaan dan Sumber Daya Manusia dalam Perspektif Kapabilitas Dinamis, Kapabilitas Dinamis pada Perguruan Tinggi, dan Studi Kasus Penelitian Kapabilitas Dinamis.

Buku ini juga merupakan sebuah karya hasil penelitian Disertasi dari penulis yang menyajikan studi kasus kajian Kapabilitas Dinamis pada Perguruan Tinggi Swasta yang dipengaruhi oleh Manajemen Pengetahuan dan Modal Intelektual. Materi yang disajikan pada buku ini diharapkan dapat bermanfaat bagi semua kalangan, baik komunitas bisnis maupun akademik, peneliti, mahasiswa, praktisi, maupun masyarakat umum. Selamat membaca!

