

Dynamic capabilities perusahaan agribisnis pada PT. Sampoerna Agro, Tbk and PT. Bakrie Sumatera Plantation, Tbk = Dynamic capabilities of agribusiness firm at PT. Sampoerna Agro, Tbk and PT. Bakrie Sumatera Plantation, Tbk

Rengkung, Leonardus Ricky, author

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Abstrak

Ketidakpastian dan dinamika lingkungan berupa peluang, prospek, dan hambatan yang dialami perusahaan agribisnis sangat terkait dengan keberadaannya yang sangat tergantung dan tidak lepas pada lingkungan usahanya. Terdapat beberapa perpektif untuk menjelaskan hubungan antara perusahaan dengan dinamika lingkungannya, salah satunya adalah dynamic capabilities. Perspektif dynamic capabilities merupakan suatu perspektif dalam manajemen strategik, yang menekankan pada kemampuan dan rutinitas organisasional perusahaan untuk memetakan kembali, meningkatkan, menyatukan, menggabungkan dan menghasilkan sumberdaya perusahaan dalam menghadapi ketidakpastian dan dinamika lingkungan.

Penelitian ini bertujuan untuk mengkaji, membandingkan, menganalisis dan membangun model tentang kemampuan elemen-elemen sensing, learning, integrating dan coordinating sebagai faktor leverage terhadap dynamic capabilities perusahaan dalam menghadapi dan beradaptasi terhadap ketidakpastian dan dinamika lingkungan pada PT. Sampoerna Agro, Tbk dan PT. Bakrie Sumatera Plantation, Tbk. Dalam menjawab tujuan penelitian ini digunakan pendekatan kuantitatif, baik analisis statistik maupun analisis quantitative system dynamics.

Hasil penelitian menunjukkan bahwa elemen-elemen sensing, learning, integrating dan coordinating pada PT. Sampoerna Agro, Tbk merupakan elemen-elemen yang kuat sebagai leverage pembentuk dynamic capabilities perusahaan. PT. Bakrie Sumatera Plantation, Tbk memiliki elemen sensing yang kuat, tetapi memiliki elemen-elemen learning, integrating dan coordinating yang kurang kuat.

Hasil simulasi dengan system dynamics menunjukkan bahwa elemen-elemen sensing, learning, integrating dan coordinating sebagai leverage terhadap dynamic capabilities kedua perusahaan secara sistemik memiliki kemampuan dan peran dalam menurunkan dan menghadapi ketidakpastian dan dinamika lingkungan, di mana PT. Sampoerna Agro, Tbk lebih efektif dibandingkan dengan PT. Bakrie Sumatera Plantation, Tbk. Peran elemen coordinating sangat kuat diikuti oleh learning, integrating dan sensing. Keempat elemen dynamic capabilities memiliki sensitivitas yang tinggi terhadap ketidakpastian dan dinamika lingkungan. Penurunan dan peningkatan ketidakpastian dan dinamika lingkungan akan diikuti dengan penurunan dan peningkatan semua elemen-elemen dynamic capabilities.

Diabaikannya balancing cycle dalam pendekatan dynamic capabilities dari Pavlou dan Sawy yang cenderung berpola reinforcing cycle, menjadi satu kekurangan dalam model dynamic capabilities yang dihasilkan. Dan untuk keluar dari reinforcing cycle dari keempat elemen dynamic capabilities tersebut dan dengan melalui postulat paradoks untuk mendapat decreasing returns, maka diharapkan kedepan bisa dibangun satu skenario yang baru untuk melihat bagaimana kinerja dynamic capabilities yang tidak mengabaikan salah satu cycle baik reinforcing cycle maupun balancing cycle.

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The uncertainty and environmental dynamics such as opportunities, prospects and challenges are highly

correlated with the firm's presence in the business environment. There are some different perspectives trying to explain the relationship between firm and business environment, one of them is the role of dynamic capabilities. The perspective of dynamic capabilities is a perspective in the field of strategic management which emphasizes the organizational skills and organizational routines in reconfiguring, enhancing, integrating, combining and generating the capabilities and resources of a firm in facing and adapting to the uncertainty and environmental dynamics.

This study aims to examine, compare, analyze and build a model about the ability of the elements of sensing, learning, integrating and coordinating as leverage factors of dynamic capabilities of the firm in facing and adapting to the uncertainty and environmental dynamics at PT. Sampoerna Agro, Tbk and PT. Bakrie Sumatera Plantation, Tbk. To reach these purposes, quantitative study method is undertaken by using both statistics analysis and quantitative system dynamics.

The results show that those elements of sensing, learning, integrating and coordinating of PT. Sampoerna Agro Tbk are strong elements as leverage factors to the firm's dynamic capabilities. PT. Bakrie Sumatera Plantation, Tbk has a strong element of sensing, but has less elements of learning, integrating and coordinating as leverage factors to the firm's dynamic capabilities in facing and adapting to the uncertainty and environmental dynamics.

By using system dynamics, the simulation result shows that those elements of sensing, learning, integrating and coordinating as leverage factors to dynamic capabilities of these firms systemically have an ability and substantial role in facing and reducing uncertainty and environmental dynamics where PT. Sampoerna Agro Tbk is more effective than PT. Bakrie Sumatra Plantation Tbk. The element of coordinating has a reinforcing and balancing role, whereas the elements of sensing, learning and integrating have a balancing and reinforcing role in facing and adapting to the uncertainty and environmental dynamics. The element of coordinating has a strongest role followed by learning, integrating and sensing. Those four elements of dynamic capabilities have a high sensitivity to the uncertainty and environmental dynamics. The decreasing and increasing of uncertainty and environmental dynamics will be followed by the decreasing and increasing in all elements of dynamic capabilities.

Ignoring balancing cycle in dynamic capabilities approach by Pavlou and Sawy which is mostly patterned by reinforcing cycle, becoming one of the weakness in the result of dynamic capabilities model. Therefore, to get out from reinforcing cycle of these four dynamic capabilities elements and by using paradoxical postulate to generate decreasing returns, hence in the future a new scenario hopefully can be built to foresee how dynamic capabilities perform without ignoring one of the cycle either reinforcing cycle or balancing cycle.