

**MODEL PENINGKATAN KINERJA BADAN USAHA MILIK DAERAH
DI PROVINSI JAWA BARAT BERBASIS KEPEMIMPINAN STRATEGIK**

DRAFT DISERTASI

Diajukan untuk memenuhi sebagian syarat untuk ujian terbuka



Oleh

M Sandi Marta

NIM 2104938

**PROGRAM STUDI S3 MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA**

2024

**MODEL PENINGKATAN KINERJA BADAN USAHA MILIK
DAERAH DI PROVINSI JAWA BARAT BERBASIS
KEPEMIMPINAN STRATEGIK**

Oleh

M Sandi Marta

S.E. Universitas Islam Negeri Sunan Gunung Djati Bandung, 2013

M.M. Universitas Widyatama, 2015

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh gelar Doktor Manajemen (Dr.) pada Fakultas Pendidikan Ekonomi dan Bisnis

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Juli 2024

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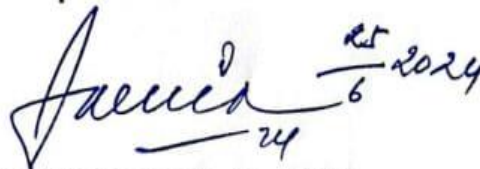
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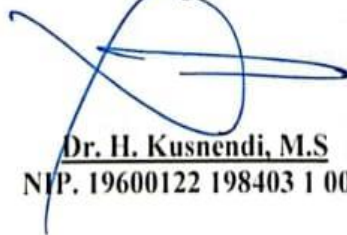
Prof. Dr. H. Eceng Ahman, SE., M.S
NIP. 19611022 198603 1 002

Kopromotor



Prof. Dr. Hj. Tjutju Yuniarsih, SE., M.Pd
NIP. 19530912 197903 2 001

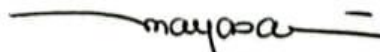
Anggota



Dr. H. Kusnendi, M.S
NIP. 19600122 198403 1 003

Mengetahui

Ketua Program Studi S2 dan S3 Manajemen
Fakultas Pendidikan Ekonomi dan Bisnis
Universitas Pendidikan Indonesia



Dr. Maya Sari, SE., M.M
NIP. 19710705 200201 2 001

KATA PENGANTAR

Bismillahirrahmaanirrahim

Alhamdulillah pada kesempatan ini penulis mengucapkan syukur yang sebesar-besarnya atas karunia Allah SWT, Tuhan dari semua makhluk di muka bumi, Dia-lah Dzat yang maha kuasa, Dzat dengan segala pengetahuan, dan Dzat yang maha berkehendak. Atas karunia dan kehendak-Nya penulis telah sampai pada perjalanan akhir dalam penyelesaian disertasi yang berjudul “**Model Peningkatan Kinerja Badan Usaha Milik Daerah di Provinsi Jawa Barat Berbasis Kepemimpinan Strategik**”. Disertasi ini diajukan untuk memenuhi sebagian syarat dalam menyelesaikan studi di program studi S3 Manajemen Konsentrasi Manajemen Sumber Daya Manusia pada Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia

Dalam penelitian ini, dikaji faktor-faktor yang dapat meningkatkan kinerja Badan Usaha Milik Daerah di Provinsi Jawa Barat. Kajian mengenai kinerja BUMD masih hangat untuk diperbincangkan dan memiliki daya tarik serta peluang yang besar bagi pemerintah untuk dapat mandiri dalam membangun Provinsi Jawa Barat dengan mengembangkan sektor ekonomi.

Penyelesaian penulisan disertasi ini tidak lepas dari bantuan dan dukungan berbagai pihak. Oleh karena itu penulis ingin menyampaikan penghormatan yang setinggi-tinggi dan terimakasih kepada:

1. Pemerintah Provinsi Jawa Barat melalui Dinas Pendidikan yang telah memberikan fasilitas *Jabar Future leaders Scholarship*.
2. Prof. Dr. M. Solehuddin, M.Pd., M.A. Selaku Rektor Universitas Pendidikan Indonesia yang telah memberikan kesempatan kepada penulis untuk menempuh pendidikan pada Universitas Pendidikan Indonesia.
3. Prof. Dr. H. Rosihon Anwar, M.Ag. Rektor Universitas Islam Negeri Sunan Gunung Djati Bandung, Dekan Fakultas Ekonomi dan Bisnis Islam beserta jajarannya yang telah memberi izin dan kesempatan kepada penulis untuk menempuh pendidikan doktoral.

4. Prof. Dr. H. Eeng Ahman, M.S. Selaku Dekan Fakultas Pendidikan Ekonomika dan Bisnis Universitas Pendidikan Indonesia sekaligus sebagai ketua promotor dan pembimbing akademik yang telah memberikan kesempatan, fasilitas, motivasi, dan keikhlasannya dalam membimbing penulis untuk menyelesaikan penyusunan disertasi pada Fakultas Pendidikan Ekonomi dan Bisnis.
5. Dr. Maya Sari, SE., M.M. Selaku Ketua program studi doktor dan magister beserta jajarannya telah yang memberikan kesempatan kepada penulis untuk menempuh Pendidikan pada program studi yang bergengsi ini yaitu Program Doktor Ilmu Manajemen, Fakultas Pendidikan Ekonomi dan Bisnis, Universitas Pendidikan Indonesia.
6. Prof. Dr. Hj. Tjutju Yuniarsih, SE., M.Pd. selaku Ko-Promotor yang telah meluangkan waktu dan pemikiran dengan penuh kesabaran serta keikhlasan membimbing ditengah rutinitas kesibukan, baik berupa saran dan kritikan yang sangat berharga untuk penulis selama menempuh dan menyelesaikan penulisan disertasi.
7. Dr. Kusnendi, M.S selaku Anggota Promotor yang telah meluangkan waktu dan pemikiran dengan memberikan ilmu, saran dan masukan yang berharga sehingga penulis dapat menyelesaikan disertasi ini.
8. Badan Usaha Milik Daerah di Provinsi Jawa Barat serta responden yang telah memberikan kesempatan dan bantuan kepada penulis untuk melakukan riset.
9. Orang tua penulis Ayahanda Zairosi dan Ibunda Sulimah. yang telah memberikan kasih sayang, motivasi dan doa yang tulus selama penulis menempuh Pendidikan pada program Doktoral. Bahwa tidak ada penyesalan pada permulaan melainkan penyesalan datang setelah peristiwa.
10. Istriku Zela Prabawaning Tias, yang selalu memotivasi, mendoakanku dalam hening dan setia menunggu penulis sehingga dapat menyelesaikan disertasi ini. Istriku adalah penawar penatku di saat motivasiku turun.
11. Pangeran-pangeran kecilku Nawaf Gibrani Sandi dan Fahd Zafrani Sandi yang bersama menjalani takdir, keceriaan usiamu laksana cahaya yang menguatkan diriku untuk tetap berjuang dalam menyelesaikan disertasi ini.

12. Kakakku Amir Hamzah yang memberikan support materil dan moril dan Kedua Adikku Ainun Hayat dan Irham Muhammad Farisil Haq yang selalu memberikan motivasi serta doa yang tulus selama penulis menempuh Pendidikan pada program Doktoral.
13. Teman-teman angkatan 2021 Konsentrasi Manajemen Sumberdaya Manusia 2021, yang selalu memberikan banyak motivasi dan berdiskusi untuk segera menyelesaikan disertasi ini.
14. Teman-teman angkatan Doktor Ilmu Manajemen 2021, yang selalu memberikan banyak motivasi dan berdiskusi untuk segera menyelesaikan disertasi ini.
15. Pihak-pihak lainnya yang belum tersebutkan secara personal maupun institusional namun telah banyak berkontribusi dalam penulisan disertasi ini.

Akhir kata, semoga disertasi ini memberikan manfaat bagi para pembaca dalam mewarnai dan memperkaya khazanah keilmuan dalam bidang ilmu manajemen. Di sisi lain, penulis berharap penelitian ini dapat memberikan masukan bagi para pemangku kebijakan dalam meningkatkan ekonomi daerah yang berfokus pada variabel-variabel yang telah diteliti dan diuji secara empirik pada Badan Usaha Milik Daerah.

Bandung, 20 Juni 2024

Penulis

M Sandi Marta
NIM. 2104938

ABSTRAK

Penelitian ini dilatarbelakangi oleh inkonklusif hasil penelitian terdahulu mengenai hubungan kepemimpinan strategik terhadap kinerja organisasi. Beberapa penelitian menemukan kepemimpinan strategik mendorong kinerja perusahaan. Namun, sebaliknya penelitian lainnya menemukan kepemimpinan strategik tidak mendorong kinerja perusahaan. Penelitian ini bertujuan untuk mengembangkan dan menguji konsep *adaptive learning orientation* yang disintesis dari *sosial capital theory* dan *knowledge based view*. Di samping itu, penelitian ini menguji mediasi paralel dan serial variabel *adaptive learning orientation*, *innovative capability* dan *organizational resilience* dalam menjawab inkonklusif penelitian tersebut. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei *explanatory*. Survei dilakukan pada 94 BUMD di Provinsi Jawa Barat sebagai sumberdata. Selanjutnya, data dianalisis menggunakan *structural equation modeling* (SEM) dengan bantuan *software* AMOS versi 28 dan SPSS versi 28. Hasil penelitian empiris menemukan *adaptive learning orientation* mampu memediasi kepemimpinan strategik melalui *innovative capability* dan *organizational resilience* terhadap kinerja BUMD. Studi ini berhasil membuktikan bahwa model dan konsep yang diajukan pada penelitian ini yaitu *adaptive learning orientation*, *innovative capability* dan *organizational resilience* terbukti menjawab inkonklusif hasil penelitian pada hubungan kepemimpinan strategik terhadap kinerja BUMD di Provinsi Jawa Barat. Hubungan positif kepemimpinan strategik terhadap kinerja BUMD di Provinsi Jawa Barat dimediasi secara paralel dan serial oleh *adaptive learning orientation*, *innovative capability* dan *organizational resilience*. Penelitian ini menjelaskan bahwa dalam proses peningkatan kinerja BUMD diperlukan peran kepemimpinan strategik, *adaptive learning orientation*, *innovative capability* dan *organizational resilience*.

Kata Kunci: kepemimpinan strategik, orientasi pembelajaran yang adaptif, kapabilitas inovasi, ketahanan organisasi, kinerja BUMD

ABSTRACT

This research is motivated by inconclusive findings from previous studies regarding the relationship between strategic leadership and organizational performance. Some studies have found that strategic leadership enhances company performance. However, other studies have found that strategic leadership does not enhance company performance. This study aims to develop and test the concept of adaptive learning orientation, synthesized from social capital theory and the knowledge-based view. In addition, this research tests the parallel and serial mediation of the variables adaptive learning orientation, innovative capability, and organizational resilience in addressing the inconclusive nature of previous research. This study employs a quantitative approach with an explanatory survey method. Surveys were conducted on 94 Regional Government-Owned Enterprises (BUMD) in West Java Province as the data source. Subsequently, the data were analyzed using structural equation modeling (SEM) with the assistance of AMOS version 28 and SPSS version 28 software. The empirical research results find that adaptive learning orientation can mediate strategic leadership through innovative capability and organizational resilience towards the performance of BUMD. This study successfully demonstrates that the model and concept proposed in this research adaptive learning orientation, innovative capability, and organizational resilience prove to address the inconclusive findings regarding the relationship between strategic leadership and the performance of BUMD in West Java Province. The positive relationship between strategic leadership and the performance of BUMD in West Java Province is mediated in parallel and serial manners by adaptive learning orientation, innovative capability, and organizational resilience. This research explains that in the process of improving the performance of BUMD, the roles of strategic leadership, adaptive learning orientation, innovative capability, and organizational resilience are crucial.

Keywords: strategic leadership, adaptive learning orientation, innovative capability, organizational resilience, BUMD performance

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