

**PENGARUH PEMBELAJARAN ORGANISASI DAN ORIENTASI  
KEWIRAUSAHAAN TERHADAP KEUNGGULAN BERSAING SERTA  
IMPLIKASINYA TERHADAP KINERJA UMKM  
(Studi pada UMKM Jasa Boga di Kota Bandung)**

**DISERTASI**

Diajukan untuk memenuhi salah satu syarat menempuh ujian sidang  
Doktor Ilmu Manajemen Sekolah Pascasarjana  
Universitas Pendidikan Indonesia



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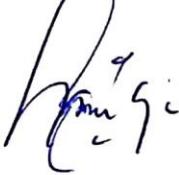
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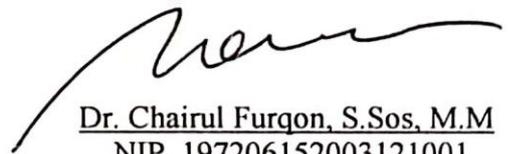
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## ABSTRAK

Artarina D. A. Samoedra (1308211) **“Pengaruh Pembelajaran Organisasi dan Orientasi Kewirausahaan Terhadap Keunggulan Bersaing serta Implikasinya Terhadap Kinerja UMKM (Studi pada UMKM Jasa Boga di Kota Bandung)”**  
Disertasi Doktor Ilmu Manajemen Sekolah Pascasarjana Universitas Pendidikan Indonesia, dibawah bimbingan Prof. Dr. H. Suryana, M.Si, Dr. H. Hari Mulyadi, M.Si, dan Dr. Chairul Furqon, S.Sos, M.M.

Persaingan layanan produk dan jasa boga baru semakin ketat. Keterbatasan menciptakan nilai superior sesuai kebutuhan pelanggan memperpendek siklus hidup organisasi. Tujuan penelitian adalah untuk menganalisis pembelajaran organisasi dan orientasi kewirausahaan terhadap keunggulan bersaing serta implikasinya pada kinerja UMKM Jasa Boga di Kota Bandung. Penelitian menggunakan survey deskriptif verifikatif. analisis data menggunakan Structural Equation Modelling (SEM) dengan sampel 170 UMKM. Hasil penelitian menunjukkan bahwa Pembelajaran organisasi, Orientasi kewirausahaan, Keunggulan bersaing maupun Kinerja UMKM berada pada kategori kurang. Pembelajaran Organisasi berpengaruh positif terhadap Orientasi Kewirausahaan. Pembelajaran Organisasi berpengaruh positif dan signifikan terhadap Keunggulan Bersaing. Orientasi Kewirausahaan berpengaruh positif dan signifikan terhadap Keunggulan Bersaing. Keunggulan Bersaing berpengaruh positif dan signifikan terhadap Kinerja UMKM. Pembelajaran Organisasi berpengaruh positif langsung dan tidak langsung terhadap Kinerja UMKM. Orientasi Kewirausahaan berpengaruhn positif baik langsung dan tidak langsung terhadap Kinerja UMKM. Kinerja UMKM dapat diprediksi berdasarkan keunggulan bersaing serta proses pembelajaran dan orientasi kewirausahaan yang dimilikinya. Implikasi praktis adalah keunggulan bersaing menentukan kinerja UMKM. Rekomendasi mengoptimalkan kinerja melalui keunggulan bersaing yang ditopang oleh aktivitas pembelajaran dan orientasi kewirausahaan.

Kata kunci: Pembelajaran Organisasi, Orientasi Kewirausahaan, Keunggulan Bersaing, Kinerja UMKM.

## **ABSTRACT**

Artarina D. A. Samoedra (1308211) "*The Influence of Organizational Learning and Entrepreneurial Orientation on Competitive Advantages and Their Implications on the MSMEs Performance (Study of Catering Services MSMEs in Bandung)*" The Dissertation of the Doctor of Management Science at the University of Indonesia Graduate School, under the guidance of Prof. Dr. H. Suryana, M.Si, Dr. H. Hari Mulyadi, M.Si, and Dr. Chairul Furqon, S.Sos, M.M.

*The competition for new products and catering services is getting tighter. The limitations of creating superior values according to customer needs shorten the organization's life cycle. The aim of the study was to analyze organizational learning and entrepreneurial orientation towards competitive advantage and its implications for the performance of Catering MSMEs in Bandung. The study used a descriptive survey verification. Data analysis uses Structural Equation Modeling (SEM) with a sample of 170 MSMEs. The results showed that organizational learning, entrepreneurial orientation, competitive advantage and MSME performance were in the less category. Organizational Learning has a positive effect on Entrepreneurship Orientation. Organizational Learning has a positive and significant effect on Competitive Advantage. Entrepreneurship orientation has a positive and significant effect on Competitive Advantage. Competitive Advantage has a positive and significant effect on MSME Performance. Organizational Learning has a direct and indirect positive effect on the performance of MSMEs. The Entrepreneurship Orientation has positive and indirect effects on the performance of MSMEs. The performance of MSMEs can be predicted based on competitive advantage and the learning process and entrepreneurial orientation it has. The practical implication is that competitive advantage determines the performance of MSMEs. Recommendations to optimize performance through competitive advantage supported by learning activities and entrepreneurial orientation.* Keywords: Organizational Learning, Entrepreneurship Orientation, Competitive Advantage, MSME.

Keywords: Organizational Learning, Entrepreneurship Orientation, Competitive Advantage, MSME Performance.

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