

**STRATEGI *COLLABORATIVE PROCUREMENT* UNTUK
MENINGKATKAN KINERJA PERUSAHAAN
TELKOM GROUP**

DISERTASI

Diajukan untuk Memenuhi sebagian Syarat Memperoleh Gelar Doktor
Bidang Manajemen pada Program Studi Doktor Manajemen



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2023**

**STRATEGI *COLLABORATIVE PROCUREMENT* UNTUK
MENINGKATKAN KINERJA PERUSAHAAN
TELKOM GROUP**

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Sebuah disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh gelar Doktor pada Program Studi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis

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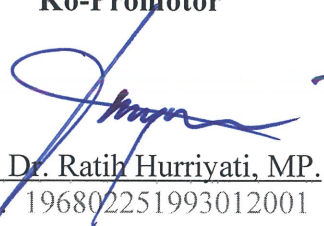
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PERNYATAAN

Dengan ini saya menyatakan bahwa disertasi dengan judul “Strategi *Collaborative Procurement* untuk Meningkatkan Kinerja Perusahaan Telkom Group” ini beserta seluruh isinya adalah benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas pernyataan ini, saya siap menanggung risiko/sanksi apabila di kemudian hari ditemukan adanya pelanggaran etika keilmuan atau klaim dari pihak lain terhadap keaslian karya saya ini.

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KATA PENGANTAR

Puji syukur penulis panjatkan ke hadirat Allah SWT, Rabb yang menggenggam alam semesta dengan kasih sayang-Nya yang telah melimpahkan rahmat, hidayah, dan inayah-Nya sehingga penulis dapat menyelesaikan disertasi yang berjudul “Strategi *Collaborative Procurement* untuk Meningkatkan Kinerja Perusahaan Telkom Group”.

Disertasi ini disusun untuk memenuhi salah satu persyaratan penyelesaian studi Program Doktor di Program Studi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia. Penelitian dalam disertasi ini merupakan studi pada perusahaan di lingkungan Telkom Grup. Penelitian ini diilhami saat industri telekomunikasi menghadapi tantangan dengan adanya peningkatan digitalisasi yang menuntut kualitas dan tingkat kehandalan yang tinggi dalam mendukung kegiatan dan aktivitas masyarakat. Industri telekomunikasi digital merupakan industri yang sangat dinamis dengan tingkat persaingan yang sangat ketat serta perubahan teknologi yang sangat cepat. Hal ini berdampak kepada kinerja perusahaan menjadi fluktuatif. Perusahaan-perusahaan dituntut untuk segera mengadaptasi strategi perusahaan sehingga mencapai kesesuaian dengan lingkungan bisnis yang berubah dengan cepat. *Procurement* menjadi sangat penting bagi perusahaan, sehingga strategi *procurement* selaras dengan strategi perusahaan. Oleh karenanya penulis memformulasikan strategi *collaborative procurement* untuk mencapai dan/atau meningkatkan kinerja perusahaan di Telkom Grup. Dalam penelitian ini, *collaborative procurement* dikonstruksi sebagai strategi. Substansinya berkaitan dengan seperangkat keputusan dan tindakan manajemen. Input eksternalnya adalah *supplier involvement*, sedangkan input internalnya adalah *knowledge-techno enabled*. Sebagai implementasi strategi tersebut dilakukan dalam *collaborative supply chain practices*. Hal ini efektif dalam mencapai dan/atau meningkatkan kinerja perusahaan.

Penulis menyadari bahwa masih terdapat keterbatasan dalam disertasi ini sehingga belum sepenuhnya mencapai tujuan yang diharapkan. Penulis berharap, disertasi ini dapat memberikan kontribusi bagi ilmu pengetahuan dan praktik diperusahaan sehingga perusahaan dapat memberikan kontribusi kepada para

stakeholders. Dengan segala kerendahan hati penulis mengharapkan kritik dan saran yang membangun demi perbaikan disertasi ini.

Semoga disertasi ini dapat memberikan manfaat bagi para pembaca dan penelitian-penelitian selanjutnya. Akhir kata, mudah-mudahan kepada semua pihak yang telah memberikan dukungan doa'a, dorongan, dan bantuan dalam penyusunan disertasi ini mendapatkan rahmat, berkah, dan ridho Allah s.w.t. Aamiin yaa rabbal'alamiin

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A handwritten signature in black ink, appearing to read 'Afdol' with a stylized flourish at the end.

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UCAPAN TERIMA KASIH

Puji dan syukur penulis panjatkan kehadirat Allah SWT yang telah memberikan keimanan, kesehatan, dan kesempatan sehingga penulis dapat menyelesaikan disertasi ini. Pada kesempatan yang berbahagia ini, penulis mengucapkan terima kasih kepada berbagai pihak yang telah membantu penulis selama proses perkuliahan, penelitian, sampai penyelesaian disertasi ini, yaitu:

1. Rektor Universitas Pendidikan Indonesia Prof. Dr. M. Solehuddin, M.Pd., MA beserta seluruh jajaran yang telah menjamin proses perkuliahan dan penyelesaian studi berjalan dengan baik dan lancar.
2. Pimpinan Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia: Prof. Dr. Eeng Ahman MS, Prof. Dr. Vanesa Gaffar, SE., Ak., MBA. Dr. Toni Heryana, S. Pd., MM. dan Dr. Lili Adi Wibowo, S.Pd., S. Sos., MM atas pelayanan dan fasilitas yang dapat dimanfaatkan oleh penulis selama menjalani studi. Ketua Program Studi Doktor Manajemen, Dr. Maya Sari, SE. MM. dan pembimbing akademik, Dr. Lili Adi Wibowo, S.Pd., S.Sos.,M.M., yang telah memberikan bimbingan dengan penuh kesabaran selama penulis menjalani studi.
3. Secara khusus disampaikan terima kasih bagi Tim Promotor Prof. Dr. Agus Rahayu, MP., Prof. Dr. Ratih Hurriyati, MP., dan Dr. Lili Adi Wibowo, S.Pd.,S.Sos.,M.M. yang telah memberikan wawasan pengetahuan, pengalaman, dan membimbing dengan kesabaran serta memberikan semangat yang terus menerus sehingga penulis dapat menyelesaikan disertasi serta terima kasih telah bersedia mengantarkan penulis untuk mendapatkan gelar Doktor. Semoga kebahagiaan penulis merupakan kebahagiaan Tim Promotor sebagai “guruku” yang baik.
4. Tenaga pengajar Program Studi Doktor Manajemen Prof. Dr. Agus Rahayu, MP, Prof. Dr. Ratih Hurriyati, MP., Prof. Dr. Disman, MS, Prof.Dr. Nugraha, SE. Ak. M.Si, CA, Prof. Dr. Suryana, M.Si, Prof. Dr. Juntika, M.Pd., (Alm) Dr. Mochamad Dudih Sugiharto, M.Si., Dr. Edi Suryadi, M.Si., Dr. Lili Adi Wibowo, S.Pd.,S.Sos.,M.M., dan Dr. Dedi Rohendi, M.T. yang telah

memberikan pengetahuan dan pengalaman yang luar biasa untuk penulis selama proses studi.

5. Penguji Sidang Disertasi yang telah memberikan masukan dan saran dalam penyempurnaan Disertasi.
6. Board of Directore (BoD) di Telkom Group beserta seluruh jajaran.
7. Senior Leader Departemen Internal Audit PT Telkom beserta seluruh jajaran.
8. Istriku (Dwi Sri Maharany), Anakku (Fairuz Abid Insanullah, S.Kom dan Maritza Insani).
9. Ayahanda (Almarhum Mohamad Dim Jali, BA), Ibunda (Sutarti, S.Pd).
10. Rekan-rekan di Program Studi Doktor Manajemen Angkatan 2020

Semoga Allah SWT memberikan keberkahan dan kebahagiaan kepada semua pihak yang telah membantu penulis dalam menyelesaikan disertasi ini. Aamiin Yaa Rabbal'Alamiin.

Bandung, Mei 2023



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ABSTRAK

Afdol Muftiasa. Strategi *Collaborative Procurement* untuk Meningkatkan Kinerja Perusahaan Telkom Group. Disertasi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia di bawah bimbingan Prof. Dr. Agus Rahayu, MP., Prof. Dr. Ratih Hurriyati, MP., dan Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.

Industri telekomunikasi menghadapi tantangan dengan adanya peningkatan digitalisasi yang menuntut kualitas dan tingkat kehandalan yang tinggi dalam mendukung kegiatan dan aktivitas masyarakat. Industri telekomunikasi digital merupakan industri yang sangat dinamis dengan tingkat persaingan yang sangat ketat serta perubahan teknologi yang sangat cepat. Hal ini berdampak kepada kinerja perusahaan menjadi fluktuatif. Perusahaan-perusahaan dituntut untuk segera menyesuaikan strategi perusahaan agar mampu bertahan. Tujuan penelitian ini adalah untuk menguji pengaruh *collaborative procurement strategy* dan *supply chain practices* yang dipengaruhi oleh sumber daya internal (*knowledge-techno enabled*) dan faktor eksternal (*supplier involvement*) terhadap *firm performance*. Penelitian ini menggunakan metode kuantitatif dalam bentuk survey. Populasi dan sample penelitian ini adalah 32 perusahaan yang tergabung dalam Telkom Grup. Pengujian menggunakan metode pengujian pada model *partial least square (PLS) Structural Equation Modelling (SEM)*. Hasil penelitian menunjukkan bahwa terdapat hubungan positif *collaborative procurement strategy* dengan *firm performance* baik langsung maupun melalui *collaborative supply chain practices*. *Collaborative procurement strategy* dan *collaborative supply chain practices* dipengaruhi oleh *knowledge-techno enabled* dan *supplier involvement*. Hasil ini mengindikasikan bahwa terdapat hubungan *collaborative procurement strategy* yang akan mempengaruhi secara positif terhadap pencapaian kinerja perusahaan. Selain itu juga didapatkan indikasi bahwa *supplier involvement* mempengaruhi perusahaan dalam memformulasikan strategi perusahaan serta semakin baik *knowledge-techno enabled* di perusahaan maka akan berdampak langsung dalam formulasi strategi perusahaan. Penelitian lebih lanjut dapat dilakukan dalam berbagai industri, berbagai negara, dan/atau berbagai budaya, termasuk misalnya perusahaan dalam industri pengembangan perangkat lunak atau bahkan perusahaan *unicorn* yang sedang tren.

Keywords: *Dynamic Capabilities, Firm Performance, Procurement Strategy, Resource Based View, Strategic Management, Supplier Involvement.*

ABSTRACT

Afdol Muftiasa. *Strategi Collaborative Procurement untuk Meningkatkan Kinerja Perusahaan Telkom Group. Management Doctoral Dissertation, Postgraduate School of Universitas Pendidikan Indonesia under the supervision of Prof. Dr. Agus Rahayu, MP., Prof. Dr. Ratih Hurriyati, MP., and Dr. Lili Adi Wibowo, S.Pd., S.Sos.,M.M.*

The telecommunications industry faces challenges with increasing digitalization which demands high quality and reliability in supporting community activities and activities. The digital telecommunication industry is a very dynamic industry with a very tight level of competition and very fast technological changes. This has an impact on the company's performance to fluctuate. Companies are required to immediately adjust the company's strategy in order to survive. The purpose of this study is to examine the impact of collaborative procurement strategy and supply chain practices which are influenced by internal resources (knowledge-techno-enabled) and external factors (supplier involvement) on firm performance. This study uses a quantitative method in the form of a survey. The population and sample of this research is 32 companies that are members of the Telkom Group. The test uses the test method on the Structural Equation Modeling (SEM) partial least squares (PLS) model. The results of the study indicate that there is a positive relationship between collaborative procurement strategy and firm performance, both directly and through collaborative supply chain practices. Collaborative procurement strategy and collaborative supply chain practices are influenced by knowledge-techno enabled and supplier involvement. These results indicate that there is a collaborative procurement strategy relationship that will positively influence the achievement of company performance. In addition, there are also indications that supplier involvement influences companies in formulating corporate strategies and the better knowledge-techno-enabled companies have a direct impact on corporate strategy formulation. Further research could be conducted in different industries, different countries and/or different cultures, including for example companies in the software development industry or even trending unicorn companies.

Keywords: *Dynamic Capabilities, Firm Performance, Procurement Strategy, Resource Based View, Strategic Management, Supplier Involvement.*

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