

# I KETUT SANTRA

## PERAN KAI

### DALAM MENINGKATKAN KINERJA UKM



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**KAPABILITAS ANTISIPASI INTEGRATIF SEBAGAI  
PEMEDIASI HUBUNGAN ORIENTASI KEWIRAUSAHAAN  
DAN KINERJA PERUSAHAAN**

**I KETUT SANTRA**



**PENERBIT PUSTAKA MAGISTER  
SEMARANG**

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Kapabilitas Antisipasi Integratif Sebagai Pemediasi Hubungan Orientasi Kewirausahaan dan Kinerja Perusahaan

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## ABSTRAK

Pengaruh langsung orientasi kewirausahaan (OK) terhadap kinerja perusahaan (KP) dari penelitian terdahulu secara empiris belum konklusif. Sementara itu fenomena bisnis dari usaha kecil dan menengah (UKM) memiliki banyak kelemahan yang bersumber pada ketidak-mampuan UKM dalam mengantisipasi berbagai perubahan yang terjadi pada lingkungan bisnis. Studi ini mengkonstruksi kapabilitas antisipasi integratif (KAI) yang akan mengisi gap penelitian hubungan OK dan KP dengan KAI sebagai pemediasi. Studi diuji pada 212 UKM kerajinan seni di Gianyar-Bali. Data diolah dengan pendekatan model persamaan struktural yang menggunakan program Amos versi 22 untuk menjawab 8 pertanyaan penelitian.

Hasil studi menunjukkan bahwa agar kinerja UKM yang mengadopsi strategi OK dapat meningkat, maka UKM tersebut harus memiliki dan meningkatkan KAI mereka. Studi ini membuktikan bahwa; 1) OK berpengaruh positif pada peningkatan KAI. 2) OK berpengaruh positif pada kenaikan intensitas pembelajaran organisasional (IPO). 3) OK tidak memiliki pengaruh yang langsung pada KP. 4) Fleksibilitas sumberdaya pemasaran (FSP) berpengaruh positif pada peningkatan KP. 5) FSP berpengaruh positif pada peningkatan KAI. 6) IPO berpengaruh positif pada peningkatan KAI, 7) KAI berpengaruh positif pada peningkatan KP dan 8) KAI mampu menjadi pemediasi yang signifikan dalam hubungan OK dan KP.

Kata kunci: *Orientasi kewirausahaan, kapabilitas antisipasi integratif, pembelajaran organisasional, fleksibilitas sumberdaya pemasaran dan kinerja perusahaan.*

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## GLOSSARY

No	Singkatan	Kepanjangan/ Penjelasan
1	A	Autonomy
2	AGFI	Adjusted goodness of fit index
3	AVE	Average variance extracted
4	BB/BP	Bahan baku/ bahan penolong
5	BP	Business performance
6	BPS	Biro pusat statistik
7	CA	Competitive Advantages
8	CFI	Comparative fit index
9	CoV	Cut-off value
10	c.r	Critical ratio
11	CR	Construct reliability
12	DC	Distinctive Capability
13	DF	Degree of freedom
14	DLL	Double loop learning
15	Disperindag	Dinas perindustrian dan perdagangan
16	FP	Firm Performance
17	FSD	Fleksibilitas sumber daya
18	FSP	Fleksibilitas sumberdaya pemasaran
19	GFI	Goodness of fit index
20	GTF	Growth theory of the firm
21	GoF	Goodness of fit
22	I	Innovativness; inimitable
23	IPO	Intensitas pembelajaran organisasi
24	KAI	Kapabilitas antisipasi integratif
25	KB	Keunggulan bersaing
26	KBV	Knowledge-based View
27	KP	Kinerja perusahaan
28	M-P	Manajer-pemilik
29	N	Non-substitute
30	NVP	New venture performance
31	OK	Orientasi Kewirausahaan
32	P	Proactiveness
33	PO	perorangan
34	PT	Perseroan Terbatas
35	R	rare
36	RMSEA	Root mean square error approximation
37	RT	Risk Taking
38	RBV	Resources-based View
39	ROS	Return on Sales
40	R&D	Research and Development (litbang)

41	SB	Strategi Bersaing
42	SBO	Small business orientation
43	SCA	Sustainable Competitive Advantages
44	SD	Sumberdaya
45	SDM	Sumberdaya manusia
46	SEM	Structural equation modeling
47	SLL	Single loop learning
48	TLI	Tucker Lewis index
49	UD	Usaha dagang
50	UK	Usaha Kecil
51	UKM	Usaha Kecil dan Menengah
52	UMKM	Usaha Mikro Kecil dan Menengah
53	V	value
54	VE	Variance extracted
55	$\chi^2$	Chi square



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