

Analisis Program Privatisasi Dan Strategi Badan Usaha Milik Negara Untuk Mencapai Kinerja Excellence = The Analysis of the Privatization Program and the Strategy of The State-Owned Enterprises In Order to Achieve Performance Excellence

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Abstrak

Program privatisasi Badan Usaha Milik Negara (BUMN) merupakan salah satu program pemerintah guna meningkatkan kinerja BUMN sampai mencapai pada kinerja excellence. Upaya untuk mencapai kinerja excellence membutuhkan strategi yang tepat. Berdasarkan strategi-strategi BUMN yang telah dijalankan, dapat dikelompokkan dalam empat pola strategi yaitu: strategi pengembangan sistem manajemen, strategi penguatan budaya GCG (Good Corporate Governance), strategi penguasaan teknologi terkini dan strategi penguasaan pasar global. Penelitian ini ingin mengkaji pertama, sejauh mana pengaruh program privatisasi dan penerapan empat pola strategi BUMN tersebut di atas terhadap tercapainya kinerja excellence. Kedua, apakah ada hubungan antara penerapan empat pola strategi BUMN dan Keberhasilan program privatisasi. Hasil penelitian ini diharapkan dapat memberi informasi bagi pengambilan keputusan baik internal maupun eksternal BUMN dalam menekankan pola strategi yang diterapkan untuk keberhasilan program privatisasi dan mengoptimalkan pencapaian kinerja excellence. Teori dan konsep yang mendasari penelitian ini antara lain pertama, dari David Pull (2002) dan Stephen Moore (1987) terkait privatisasi yang menjelaskan privatisasi dapat mendorong peningkatan kinerja, efisiensi dan produktivitas. Kedua, dari Goelsch et. Al (2002), Beslerfield (2003) dan Kaplan & Norton (2004) terkait strategi pengembangan sistem manajemen yang masing-masing menjelaskan sistem manajemen mutu, Total Quality Management dan mapping strategy untuk mencapai kinerja excellence. Ketiga, dari OECD (2004) dan Zarkasyi, M.W (2008) terkait strategi Good Corporate Governance yang menjelaskan implementasi GCG untuk meningkatkan kinerja BUMN. Keempat, dari Board (1994), Turban (2001) dan Landon (1994) terkait strategi penguasaan teknologi terkini yang menjelaskan pentingnya penerapan sistem informasi manajemen berbasis IT guna meningkatkan kinerja organisasi. Kelima, dari Jeffrey Horisan (2003), Scot Dru (2005) dan Michael Porter (2000) terkait strategi penguasaan pasar global yang menjelaskan strategi pelayanan prima dan strategi untuk memenangkan persaingan di tingkat global. Keenam dari Malcolm Baldridge Criteria for Performance Excellence (MBCfPE) (2004) yang mengelompokkan kinerja excellence ke dalam tujuh indikator. Hipotesis mengacu teori yang telah disampaikan yaitu pertama diduga ada pengaruh yang positif program privatisasi dan empat pola strategi BUMN terhadap pencapaian kinerja excellence. Kedua, diduga ada korelasi positif antara empat pola strategi BUMN dan keberhasilan program privatisasi. Sampel penelitian adalah BUMN, anak perusahaan BUMN atau unit bisnis BUMN yang telah mengikuti program privatisasi. Total sampel yang dikirim kuesioner sebanyak 412 sampel, dan yang berhasil kembali dan dapat diolah sebanyak 188 sampel. Teknik analisis menggunakan structural equation modeling (SEM) dengan alat bantu software pengolahan data LISREL 8.70. Hasil uji reliabilitas menunjukkan nilai Cronbach Alpha sebesar 0,976 lebih besar dari 0,70, sehingga dapat dikatakan instrumen penelitian cukup dapat dipercaya sebagai alat pengumpul data. Hasil uji validitas menunjukkan nilai, t hitung dari muatan faktor semua lebih besar dari t tabel (1,96) pada tingkat significant 0.05, sehingga dapat dikatakan indikator hasil penelitian

memiliki validitas yang baik. Hasil Penelitian ini menunjukkan pertama program privatisasi yang dijalankan selama ini memberi pengaruh yang nyata terhadap pencapaian kinerja excellence BUMN. Hal tersebut menunjukkan semakin besar keberhasilan program privatisasi akan mendorong pencapaian kinerja excellence.. Penerapan strategi BUMN yang dikelompokkan ke dalam empat bentuk strategi, hanya strategi pengembangan sistem manajemen yang memberi pengaruh nyata terhadap pencapaian kinerja excellence. Hal tersebut menunjukkan keberhasilan strategi pengembangan sistem manajemen dapat mendorong pencapaian kinerja excellence. Penerapan ketiga strategi yang lain yaitu strategi penguatan budaya GCG, strategi penguasaan teknologi terkini dan strategi penguasaan pasar global tidak berpengaruh nyata terhadap pencapaian kinerja excellence. Berdasarkan hasil identifikasi menunjukkan, penerapan strategi penguatan budaya GCG tidak berpengaruh nyata disebabkan beberapa indikator yang selama ini belum dijalankan secara lengkap dan tepat seperti pengembangan GCG dalam rencana jangka panjang perusahaan (RJP) , melakukan analisa SWOT dalam menyusun strategi GCG, penerapan prinsip dasar GCG seperti keadilan dan keterbukaan belum benar - benar memenuhi harapan pihak ? pihak terkait. Penerapan strategi penguasaan teknologi terkini tidak berpengaruh nyata disebabkan selama ini beberapa indikator terkait strategi penguasaan teknologi terkini belum benar ? benar dijalankan BUMN yaitu master plan IT, penerapan ISO 27001, knowledge management berbasis IT, aplikasi paperless, pemantauan kinerja berbasis IT, dan sistem proteksi. penerapan strategi penguasaan pasar global tidak berpengaruh nyata disebabkan beberapa indikator strategi penguasaan pasar global belum benar?benar dijalankan BUMN. Beberapa indikator tersebut antara lain analisa SWOT mengacu lima kekuatan persaingan, formulasi strategi yang menjabarkan strategi dari tingkat holding sampai unit bisnis dan kebijakan cluster. Kedua, program privatisasi memiliki korelasi positif dengan strategi pengembangan sistem manajemen, strategi penguatan budaya GCG, strategi penguatan pasar global. Hal tersebut menunjukkan keberhasilan penerapan empat pola strategi BUMN tersebut di atas ada korelasi dengan keberhasilan program privatisasi. Berdasarkan hasil penelitian maka rekomendasi yang dapat disampaikan pertama; Pemerintah perlu mendorong percepatan program privatisasi agar upaya untuk mencapai kinerja excellence bisa segera terwujud. Kedua; Manajemen internal BUMN perlu memberi perhatian terhadap penerapan strategi pengembangan sistem manajemen, karena keberhasilan strategi ini memberikan pengaruh nyata terhadap pencapaian kinerja excellence. Ketiga; Manajemen internal BUMN perlu memperhatikan terhadap beberapa indikator pada strategi penguatan budaya GCG seperti pengembangan GCG dalam rencana jangka panjang perusahaan (RJP), analisa SWOT dalam menyusun strategi GCG, penerapan prinsip dasar GCG seperti keadilan dan keterbukaan agar penerapan strategi tersebut dapat berpengaruh nyata terhadap pencapaian kinerja yang excellence. Keempat, Manajemen internal BUMN perlu memperhatikan terhadap beberapa indikator pada strategi penguasaan teknologi terkini yaitu master plan IT, penerapan ISO 27001, knowledge management berbasis IT, aplikasi paperless, pemantauan kinerja berbasis IT, dan sistem proteksi, agar penerapan strategi tersebut dapat berpengaruh nyata terhadap pencapaian kinerja excellence. Kelima, Manajemen internal BUMN perlu memperhatikan terhadap indikator pada strategi penguasaan pasar global yaitu analisa SWOT mengacu lima kekuatan persaingan, formulasi strategi yang menjabarkan strategi dari tingkat holding sampai unit bisnis dan kebijakan cluster agar penerapan strategi tersebut dapat berpengaruh nyata terhadap pencapaian kinerja excellence. Keenam, manajemen internal BUMN perlu memperkuat penerapan empat pola strategi agar program privatisasi dapat berhasil sesuai dengan sasaran yang ditetapkan.

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<i>Privatization of the state?owned enterprises (BUMN) is one of the government programs to improve the

performance of BUMN in order to achieve performance excellence. In order to achieve the performance excellence, it is necessary to set up the right strategy. Based on the BUMN Strategies which have been done, can be classified into four strategies namely: The development management system strategy, Strengthening the corporate culture strategy of Good Corporate Governance (GCG), The strategy of mastering the latest technology and The strategy of global marketing. This research is striving to examine: First, the extent of the impact of privatization programs and the implementation strategy of the four patterns strategy of the state-owned enterprises mentioned above on the achievement of performance excellence. Second, this research also wanted to examine whether there is a connection between the privatization program and the application of the four patterns strategy of the state-owned enterprises. The results of the research are expected to provide information for decision making both internal and external of the BUMN in stressing that the strategy implemented to optimize the performance excellence and the success of the privatization program. The theories and the concepts that underlie this research include: First, the theories and the concepts of David Pull (2002) and Stephen Moore (1987) on privatization which describe the privatization may encourage improvement of performance, efficiency and productivity. Second, the theories and concepts of Goetsch et al (2002), Beslerfield (2003) and Kaplan & Norton (2004) on strategy development of management system, each of which describes the quality management system, total quality management and the mapping strategy to achieve performance excellence. Third, the theories and the concepts from OECD (2004) and Zarkasyi, M.W (2008) related to the Good Corporate Governance strategy that describes the implementation of good corporate governance to achieve performance excellence. Fourth, the theories and the concepts of Board (1994), Turban (2001) and Landon (1994) related to the mastering of the latest technology that explain the importance of the application of management information system based on information technology in order to improve the performance of the organization. Fifth, the theory and the concepts of Jeffry Horisan (2003), Scot Dru (2005) and Michael Porter (2000) related to global marketing strategy that explains the importance of managing the enterprises's strategy, excellent services and cluster strategy in order to win the competition at the global level. Sixth, the theories and the concepts of Malcolm Baldridge Criteria for Performance Excellence (MBCfPE) (2004) related to performance excellence that classify the performance excellence into seven indicators. The hypothesis of this research refers to the theories and the concepts that have been presented: First, it is assumed that there are positive impacts of the privatization program and the four pattern strategies of the BUMN towards the achievement of performance excellence. Second, related to positive correlation between the privatization program and the four patterns of strategy of the BUMN is acceptable. The samples of this research were the BUMN and its subsidiary enterprises or its Strategic Business Unit that have undergone a process of privatization. The total samples were sent questionnaires as many as 412 samples, of which made it back and as many as 188 samples can be processed. Analysis technique using Structural Equation Modeling (SEM) with the tools of data processing soft ware LISREL 8.70. The Reliability test results demonstrate the value, t calculated from the load factor of all is greater than t table (1,96) at 0,05 significant level, so it can be said to be indicators of having adequate and good validity of the research. The result of this research i.e. First, the privatization program gave the real impact towards the achievement of the performance excellence of the state-owned enterprises. This suggest that the greater success of the privatization program will promote the achievement of performance excellence. The implementation of strategies that are grouped into four patterns strategy, only the strategy of developing management system that gives the real impact on the achievement of performance excellence. This suggest that the success of developing the strategy of management system will give the real

impact on the achievement of performance excellence. The other three strategies, namely the strategy of strengthening of corporate culture of GCG, mastering strategy of the latest technology and global market coverage strategy had no significant effect. Due to some indicators which are not yet implemented completely and correctly such as the development of GCG in the enterprises long-term plans, conducting SWOT analysis in formulating the strategy of GCG, implementing the basic principles of GCG such as justice and openness has not yet really meet the expectations of the parties concerned. The strategy of mastering of the latest technology caused no significant effect due to several indicators such as not yet actually run information technology (IT) master plan of the state-owned enterprises, implementation of ISO 27001, IT based knowledge management, paperless applications, IT-based performance monitoring, and protection system. The strategy of global market coverage had no significant effect due to several indicators i.e. the global market coverage strategy is not really run by the state ? owned enterprises. Some of the indicators among others SWOT analysis refers to the five forces of competition, the formulation strategy that outlines a strategy of the holding enterprises up to the unit level and the cluster policy. Second, the strategy of developing the management system, strengthening the corporate culture of good corporate governance, the strategy of strengthening of the global market coverage have a positive correlation with the success of privatization program. Based on the result of this research, so the recommendation can be made, i.e first, the government should encourage the acceleration of the privatization program in order to achieve performance excellence. Second, The internal management of the BUMN need to give attention to the strategy of developing management system, because the success of implementing this strategy will provide a real impact on the achievement of performance excellence. Third, some indicators on the strategy of strengthening of the corporate culture of GCG that is the development of GCG, implementation of basic principles of GCG such as justice and openness in order the implementation of the strategy will have a real impact on the achievement of performance excellence. Fourth, some indicators of the mastering of the latest technology such as master plan of the IT, implementation of ISO 27001, IT-based knowledge management , paperless application, IT- based monitoring system and the protection system should be implemented in order to achieve a real impact toward the achievement of performance excellence. Fifth, the indicators of the strategy of the global market coverage that is the SWOT analysis refers to the five forces of competition, the formulation of the strategy that explain the strategy from the level of holding enterprises up to the business unit level and the cluster policy should be clear so that the implementation of the strategy will have the real impact towards the achievement of performance excellence. Sixth, The internal management of the BUMN need to give attention to the implementation of four strategy models to achieve performance excellence in order to be able to achieve the objectives of privatization program .</i>