

Program peningkatan perilaku Market Oriented di PT. XN = Program for enhancing Market Oriented behaviour at PT. XN

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Abstrak

Kunci kelanggengan keberhasilan radio adalah kemampuan radio itu untuk menyesuaikan acara-acaranya dengan kebutuhan dan keinginan pendengar yang senantiasa berubah dari waktu-ke-waktu. Penurunan jumlah pendengar di radio-radio PT. XN diyakini disebabkan oleh kurang berorientasinya radio ini kepada kebutuhan dan keinginan pasar, atau dengan kata lain, kurang market oriented. Jaworski dan Kohli (1993) mengemukakan model antecedents and consequences of market orientation, dan dikatakannya bahwa market orientation ditandai oleh 3 set perilaku yang berlaku di seluruh organisasi yaitu intelligence generation, dissemination dan responsiveness. Sedangkan anteseden dari market orientation adalah top management (behavior) dan interdepartmental dynamics. Mengacu pada model tersebut, penulis melakukan penelitian terhadap behavior of top management beserta dimensi-dimensinya, dan interdepartmental dynamics, beserta dimensi-dimensinya, dan bagaimana mereka mempengaruhi market oriented behavior, di PT. XN.

Hasil penelitian menunjukkan bahwa dimensi-dimensi behavior of top management dan sebagian dimensi interdepartmental dynamics berpengaruh secara signifikan terhadap market oriented behavior. Berdasarkan temuan tersebut, dirancang serangkaian program intervensi untuk meningkatkan perilaku market oriented baik pada para pimpinan puncak maupun kepada segenap karyawan di PT. XN. Program intervensi ini dirancang berlandaskan pendekatan knowledge management dalam bentuk Pertemuan Strategis, Teamwork Development, dan After Action Reviews. Pada gilirannya nanti perilaku market oriented behavior ini diharapkan akan mendorong peningkatan kinerja perusahaan PT. XN dalam upayanya meningkatkan jumlah pendengar dan pengiklan.

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The key to success for radio broadcast continuance is its ability in adjusting the programs with the ever changing needs and wishes of the listener audience. The decline in radio listenership of PT. XN is believed to be caused by the lack of an adequate degree of market orientation. Jaworski and Kohli (1993) suggested the model of antecedents and consequences of market orientation, and stated that market orientation is marked by three organization wide behaviour sets, i.e. intelligence generation, dissemination and responsiveness. Whereas antecedents of the market orientation is the behavior of top management, interdepartmental dynamics, and organizational systems. Referring to that model, the author conduct research on two of the three antecedents, i.e. behaviour of top management and its dimensions, and interdepartmental dynamics with its dimensions, and how they affect market oriented behaviour at PT. XN. The research results shows, that all of the dimensions of behaviour of top management dimensions and part of the dimensions of interdepartmental dynamics significantly influence the market oriented behaviour. Based on these findings, a series of intervention programs were designed in order to enhance market oriented behaviour of top management and all employees of PT. XN. These intervention programs are based on knowledge management approaches, in the form of Strategy Meetings, Teamwork Development and After Action Reviews. In due time it is expected that this market oriented behaviour will boost and improve

the company's performance in increasing their number of radio listeners and advertisers.