



Strategi dan Kebijakan Bisnis di Era Digital

Dr (Cand). Aditya Wardhana, S.E., M.Si., M.M., CHRM, CIRP, CHRA, CPP, CHRP

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Buku referensi ini menjelaskan secara komprehensif mengenai strategi dan kebijakan bisnis dalam meraih keunggulan kompetitif di era digital saat ini. Topik yang dibahas meliputi: Pengertian Strategi dan Kebijakan Bisnis; Ruang Lingkup Strategi dan Kebijakan Bisnis; Visi, Misi, Tujuan Dan Nilai-Nilai Perusahaan; Analisis Lingkungan Eksternal Bisnis; Analisis Lingkungan Internal Bisnis; Strategi Kompetitif Generik; Pemilihan Strategi Dan Kebijakan Bisnis; Eksekusi Strategi Dan Kebijakan Bisnis; Strategi dan Kebijakan Bisnis Di Pasar Internasional; Strategi Sumber Daya Manusia Perusahaan; Strategi Pemasaran Perusahaan; Strategi Keuangan Perusahaan; Strategi Operasi Perusahaan; Etika Dan Budaya Perusahaan; Strategi Kepemimpinan Perusahaan; dan Evaluasi Strategi Dan Kebijakan Bisnis. Buku referensi ini dapat menjadi panduan komprehensif dan praktis untuk memahami strategi dan kebijakan bisnis yang mengikuti perkembangan industri digital saat ini, dan merupakan bacaan penting bagi siapa saja yang tertarik untuk memahami dan mengimplementasinya.



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CHRA, CPP, CHRBP



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KATA PENGANTAR

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Adapun buku ini terdiri dari enam belas bab, yaitu bab 1 tentang pengertian strategi dan kebijakan dalam bisnis, bab 2 tentang ruang lingkup strategi dan kebijakan bisnis, bab 3 tentang visi, misi, tujuan, dan nilai-nilai perusahaan, bab 4 tentang analisis lingkungan eksternal bisnis, bab 5 tentang analisis lingkungan internal bisnis, bab 6 tentang strategi kompetitif generik, bab 7 tentang pemilihan strategi dan kebijakan bisnis, bab 8 tentang eksekusi strategi dan kebijakan bisnis, bab 9 tentang strategi dan kebijakan bisnis di pasar internasional, bab 10 tentang strategi sumber daya manusia perusahaan, bab 11 tentang strategi pemasaran perusahaan, bab 12 tentang strategi keuangan perusahaan, bab 13 tentang strategi operasi perusahaan, bab 14 etika dan budaya perusahaan, bab 15 strategi kepemimpinan perusahaan, dan bab 16 evaluasi strategi dan kebijakan bisnis.

Penulis menyadari bahwa buku ini masih jauh dari kesempurnaan. Oleh karena itu penulis mengharapkan kritik dan saran pembaca demi kesempurnaan buku ini kedepannya. Akhir kata penulis mengucapkan terima kasih, mudah-mudahan buku ini bermanfaat bagi para pembaca.

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BAB

1

PENGERTIAN STRATEGI DAN KEBIJAKAN DALAM BISNIS

A. Pengertian Strategi Dan Kebijakan Bisnis

Istilah strategi berasal dari Bahasa Yunani, yaitu *strategos*, yang pada awalnya merujuk pada rencana untuk mencapai kemenangan dalam konteks militer pada masa lalu. Namun, saat ini, konsep strategi telah umum digunakan dalam berbagai aspek kegiatan. Strategi juga dapat diartikan sebagai perencanaan yang umumnya dilakukan oleh manajemen tingkat atas (*top management*), dengan fokus pada tujuan jangka panjang organisasi atau perusahaan. Pendekatan ini mencakup pemikiran, ide, pelaksanaan, perencanaan, dan eksekusi kegiatan sesuai dengan jangka waktu yang ditentukan.

Menurut Chandler (2018), strategi adalah penentu arah dan sasaran jangka panjang sebuah perusahaan yang diambil dari tindakan dengan alokasi sumber daya yang diperlukan untuk mencapai tujuan tersebut. Strategi, menurut Hitt, Ireland, dan Hoskisson (2017), merujuk pada kumpulan komitmen dan tindakan yang terintegrasi serta terkoordinasi, yang dirancang untuk memanfaatkan kompetensi inti dan mencapai keunggulan kompetitif. Sementara menurut Rothaermel (2017), strategi merupakan rangkaian tindakan yang diarahkan oleh perusahaan dengan tujuan mendapatkan dan mempertahankan kinerja unggul dibandingkan pesaing. Dalam kompetisi untuk mendapatkan sumber daya demi mencapai kinerja terbaik, strategi yang efektif menjadi kunci, memungkinkan perusahaan mencapai keunggulan dibanding pesaingnya. Menurut Kamus

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BAB 2

RUANG LINGKUP STRATEGI DAN KEBIJAKAN BISNIS

A. Dimensi Strategi Dan Kebijakan Bisnis

Berdasarkan definisi dan ciri-ciri strategi dan kebijakan bisnis, terdapat beberapa dimensi dari strategi dan kebijakan bisnis yang dapat diidentifikasi, yaitu sebagai berikut:

1. **Dimensi Waktu.** Dalam usaha untuk mempertahankan dan mengembangkan keberlanjutan organisasi, strategi dan kebijakan bisnis menitikberatkan orientasinya ke masa depan dan bersikap antisipatif serta proaktif terhadap tantangan yang mungkin muncul. Antisipasi terhadap masa depan dinyatakan sebagai visi organisasi yang diarahkan untuk dicapai dalam rentang waktu 5 hingga 10 tahun. Dengan memperhatikan dimensi waktu ini, manajemen strategis dapat menjadi lebih dinamis dan responsif terhadap perubahan, memastikan kesesuaian strategi dengan konteks bisnis yang selalu berubah. Dimensi waktu dalam strategi dan kebijakan bisnis mengacu pada pendekatan organisasi terhadap waktu dalam perumusan, implementasi, dan evaluasi strategi dan kebijakan bisnis. Fokus pada dimensi waktu memungkinkan organisasi untuk lebih baik beradaptasi dengan perubahan lingkungan dan mencapai tujuan jangka panjangnya. Beberapa contoh dimensi waktu dalam strategi dan kebijakan bisnis meliputi:
 - a. **Visi dan Rencana Jangka Panjang.** Contoh: Suatu perusahaan yang merumuskan visi jangka panjang untuk menjadi pemimpin industri dalam 10 tahun ke depan dan

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BAB 3

VISI, MISI, TUJUAN, DAN NILAI-NILAI PERUSAHAAN

Visi, misi, tujuan, dan nilai-nilai perusahaan merupakan hal yang penting bagi sebuah perusahaan. Keempat hal tersebut menjadi satu kesatuan yang tidak dapat dipisahkan. Dalam persaingan bisnis yang semakin ketat, perusahaan perlu mengadopsi visi, misi, tujuan, dan nilai-nilai perusahaan yang tepat agar menyesuaikan diri dengan perkembangan dan menjaga keberlangsungan hidup perusahaan. Sejak berdirinya perusahaan, secara sadar pendiri perusahaan telah meletakkan dasar bagi budaya organisasi yang didirikan. Sebuah perusahaan tidak hanya didefinisikan berdasarkan namanya, deklarasi atau ayat-ayat pendirian perusahaan. Identitas sebuah perusahaan dapat dengan jelas dilihat dari visi, misi, tujuan, dan nilai-nilai perusahaan tersebut. Visi, misi, tujuan, dan nilai-nilai perusahaan yang jelas dari sebuah perusahaan akan menuntun ke arah tujuan yang jelas dan juga objektif. Visi, misi, tujuan, dan nilai-nilai perusahaan dapat mengarahkan, memusatkan, memotivasi, menyatukan bahkan menginspirasi seluruh komponen dalam perusahaan untuk mencapai kinerja perusahaan yang superior.

A. Visi Perusahaan

Visi merupakan konsep umum yang sering digunakan dalam berbagai konteks, seperti bisnis, organisasi, dan individu, bahkan dalam pengertian umum. Pada dasarnya, visi mencakup gambaran atau pandangan jangka panjang terkait tujuan, arah, atau kondisi yang diharapkan di masa mendatang yang

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BAB 4

ANALISIS LINGKUNGAN EKSTERNAL BISNIS

A. Pengertian Lingkungan Eksternal Bisnis

Setiap perusahaan beroperasi dalam suatu konteks bisnis khusus, dan setiap perusahaan memiliki lingkungan eksternal yang unik. Perubahan dalam lingkungan eksternal dapat membawa peluang bagi suatu perusahaan, namun juga dapat menjadi ancaman bagi perusahaan lain. Lingkungan eksternal dapat dianggap sebagai kekuatan, faktor, dan lembaga yang harus diatasi oleh para pengusaha guna mencapai tujuan mereka (Suratman, 2021; Hans, 2019; Robbins, Coulter, Fernandez, 2019; Raviyas dan Schultz, 2006; Needle, 2004).

Untuk berhasil dalam persaingan bisnis, sebuah perusahaan harus memberikan fokus yang mendalam dan terus-menerus memantau perubahan dalam lingkungan eksternal, dengan tujuan merumuskan strategi bisnis yang sesuai. Salah satu aspek lingkungan bisnis yang membutuhkan perhatian utama dari entitas bisnis adalah lingkungan eksternal, yang terdiri dari lingkungan umum (makro) dan lingkungan khusus (mikro). Lingkungan eksternal ini berada di luar cakupan lingkungan internal perusahaan dan terdiri dari berbagai faktor yang dapat dianggap sebagai peluang atau ancaman bagi entitas bisnis tersebut (Wardhana et al, 2021; Zhao, Teng, dan Wu, 2018; Purwanti, Pudji., Fattah, dan Muhammad, 2011)

Menurut Dwiningrum (2011), lingkungan khusus atau lingkungan mikro merupakan bagian dari lingkungan eksternal yang secara langsung mempengaruhi pencapaian tujuan, yaitu

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BAB 5

ANALISIS LINGKUNGAN INTERNAL BISNIS

A. Pengertian Lingkungan Internal Bisnis

Rumus keberhasilan dalam dunia bisnis melibatkan dua komponen utama, yakni entitas bisnis dan konteks internal bisnisnya. Bisnis adalah suatu kegiatan ekonomi yang menghasilkan pendapatan melalui transaksi jual-beli, produksi, serta penyediaan layanan tambahan yang dapat diperdagangkan. (Suratman, 2021; Hans, 2019; Robbins, Coulter, Fernandez, 2019; Needle, 2004).

Tiap perusahaan beroperasi dalam suatu konteks bisnis tertentu, dan setiap entitas bisnis memiliki lingkungan internal yang khas. Faktor-faktor internal ini, seperti karyawan, manajemen, dan peraturan bisnis internal, akan berdampak pada kondisi operasional perusahaan. Lingkungan bisnis internal dianggap sebagai kekuatan, faktor internal, dan institusi yang perlu dihadapi oleh perusahaan agar dapat mencapai tujuannya (Suratman, 2021; Hans, 2019; Raviyasi dan Schultz, 2006; Needle, 2004).

Perusahaan dalam upayanya untuk meraih keunggulan dalam persaingan bisnis, perlu menitikberatkan perhatian pada pemantauan dan adaptasi terhadap perubahan dalam lingkungannya. Salah satu aspek lingkungan bisnis yang sangat penting untuk difokuskan oleh entitas bisnis adalah lingkungan internal. Lingkungan internal ini terkait dengan evaluasi kekuatan dan kelemahan dari sumber daya yang dimiliki oleh entitas bisnis di dalam batas-batas internalnya (Wardhana et al,

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BAB 6

STRATEGI KOMPETITIF GENERIK

A. Pengertian Strategi Kompetitif Generik

Strategi Kompetitif Generik, menurut Michael Porter pada tahun 1980, adalah suatu pendekatan strategi perusahaan yang bertujuan untuk mengungguli pesaing dalam industri sejenis. Strategi ini terfokus pada pencapaian posisi kompetitif yang diinginkan dalam suatu industri. Strategi generik ini membantu perusahaan dalam menghadapi persaingan dan memperoleh keunggulan kompetitif di pasar. Strategi generik merupakan pendekatan umum untuk menempatkan perusahaan di dalam suatu industri. Dengan fokus pada satu strategi generik, eksekutif dapat menitikberatkan pada elemen inti dari strategi bisnis perusahaan, menghindari persaingan di pasar yang lebih cocok dengan strategi generik lainnya.

Strategi generik adalah suatu tipologi yang menggambarkan jenis dan cakupan pilihan strategis. Tipologi ini bermanfaat untuk memahami sifat pilihan strategis yang dihadapi perusahaan, meskipun tidak memberikan solusi langsung untuk pilihan strategis. Pemilihan strategi sangat tergantung pada kondisi perusahaan yang dapat memilih antara keuntungan biaya, diferensiasi, atau opsi strategi lainnya. Michael Porter mengidentifikasi strategi generik sebagai berikut:

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BAB

7

PEMILIHAN STRATEGI DAN KEBIJAKAN BISNIS

A. Pengertian Posisi Daya Saing Perusahaan

Karena adanya globalisasi, tidak ada lagi hambatan fisik yang memisahkan bangsa dan wilayah satu sama lain (Alkahfi & Nawawi, 2023; Wardhana et al, 2021; Wheelen et al, 2018; Hitt and Hoskisson, 2017). Aktivitas ekonomi perdagangan, khususnya perdagangan global, terus berkembang, menciptakan peluang bagi importir dan eksportir. Manusia dapat memenuhi kebutuhan hidup mereka di setiap daerah atau negara. Individu lebih bebas untuk memutuskan dan memilih apa yang mereka inginkan dan dari siapa mereka ingin memenuhi kebutuhan mereka karena adanya kebutuhan yang beragam dan hasil dari berbagai sumber daya alam dan industri (Wardhana et al, 2022; Prijanto & Tho'in, 2021; Wheelen et al, 2018; Rothaermel, 2017).

Berbagai bentuk persaingan bisnis di dunia membuatnya semakin sulit dari tahun ke tahun. Bisnis di dunia persaingan mirip dengan terlibat dalam pertarungan di dalam ring. Di era globalisasi, para pengusaha, pebisnis, dan manajer pemasaran memasuki periode persaingan yang *intens* (Alkahfi & Nawawi, 2023; Wardhana et al, 2021; Wheelen et al, 2018; Hitt and Hoskisson, 2017). Mereka mendekati periode dimana bersaing dalam persaingan yang sengit akan menjadi lebih sulit. Kemampuan individu untuk bersaing dalam tuntutan globalisasi menciptakan peluang bagi perusahaan untuk berkembang dan menjadi lebih kompeten, efisien, dan tentu saja

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BAB 8

EKSEKUSI STRATEGI DAN KEBIJAKAN BISNIS

A. Pengertian Eksekusi Strategi dan Kebijakan Bisnis

Eksekusi strategi dan kebijakan bisnis adalah dua konsep kunci dalam manajemen yang berfokus pada penerapan rencana strategis dan kebijakan di tingkat operasional perusahaan (Wardhana et al, 2021; Fuertes, Alfaro, Vargas, Gutierrez, Ternero, Sabattin, 2020; Yuliaty, Shafira & Akbar, 2020; Wheelen et al, 2018; Barney & Hesterly, 2018; David & David, 2016). Berikut adalah pengertian keduanya:

1. **Eksekusi Strategi** adalah proses menerjemahkan rencana strategis perusahaan ke dalam tindakan konkret dan mengintegrasikannya ke dalam operasi sehari-hari yang melibatkan eksekutif, manajer, pemegang saham, dan karyawan dalam perencanaan untuk mencapai tujuan strategis. Tujuan utama dari eksekusi strategi adalah memastikan seluruh organisasi bergerak seiring dengan visi dan rencana strategis, dan mencapai kinerja yang diinginkan (Wardhana et al, 2022; Wheelen et al, 2018; Adiputra & Mandala, 2017; Kadarningsih, 2013).
2. **Kebijakan Bisnis** adalah seperangkat pedoman atau pernyataan resmi yang mengatur keputusan dan perilaku di dalam organisasi yang dapat mencakup bidang-bidang seperti etika bisnis, keamanan, penggunaan teknologi, dan aspek-aspek lain yang memandu tindakan karyawan. Kebijakan bisnis berperan penting dalam membantu dalam mengarahkan aktivitas sehari-hari dan memastikan bahwa

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BAB 9

STRATEGI DAN KEBIJAKAN BISNIS DI PASAR INTERNASIONAL

A. Pengertian Strategi Dan Kebijakan Bisnis Di Pasar Internasional

Globalisasi terus berdampak pada pertumbuhan ekonomi global dengan penurunan tarif, peningkatan komunikasi, dan mobilitas modal yang meningkat yang memungkinkan perusahaan terhubung ke pasar global dan memperluas bisnis internasional mereka. Sukses dalam ekspansi ke pasar luar negeri menuntut perusahaan mengadopsi strategi bisnis internasional yang sesuai. Bisnis internasional melibatkan pemangku kepentingan asing, karyawan, konsumen, dan pemerintah. Manajer bisnis perlu mempertimbangkan faktor-faktor seperti persaingan, manajemen rantai pasokan, dan strategi penetapan harga saat beroperasi di pasar global yang kunci untuk memperluas basis konsumen dan meningkatkan profitabilitas melalui internasionalisasi.

Strategi internasional merujuk pada pendekatan dimana perusahaan menjual produk atau layanannya di luar wilayah domestiknya. Pasar internasional membuka peluang baru bagi pertumbuhan bisnis, memberikan manfaat seperti perluasan pasar, ROI yang lebih tinggi, keunggulan kompetitif melalui lokasi, pengakuan merek global, dan kepuasan pelanggan global. Meskipun internasionalisasi bisnis dapat memberikan keuntungan besar, namun juga membawa risiko yang harus dipertimbangkan oleh perusahaan. Risiko-risiko tersebut melibatkan peningkatan biaya, hambatan perdagangan, dan

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BAB 10

STRATEGI SUMBER DAYA MANUSIA PERUSAHAAN

A. Pengertian Strategi Dan Kebijakan Sumber Daya Manusia

Perusahaan yang menjalankan bisnis harus memiliki strategi manajemen sumber daya manusia global. Departemen SDM memiliki peran strategis dalam mengelola tenaga kerja. Strategi Manajemen Sumber Daya Manusia (MSDM) melibatkan implementasi strategi dan kebijakan untuk mengelola tenaga kerja dalam konteks global. Strategi MSDM melibatkan implementasi aspek-aspek manajemen sumber daya manusia dalam ruang lingkup manajemen di era modern. Tujuan Strategi MSDM melibatkan pencapaian strategi bisnis secara menyeluruh, baik pada tingkat individu maupun organisasi (Sule, 2023; Vogelsang, Townsend et al, 2022; Premisari, Safaruddin and Furwanto, 2022; Putri, Tajriani, et al, 2022; McCann and Timo, 2021; Rees and Smith, 2021; Armstrong, 2020; Krow, 2020; Bailey, Mankin, et al, 2018; Mello, 2018).

B. Pendekatan Terhadap Strategi MSDM

Terdapat empat pendekatan perusahaan terhadap Strategi MSDM yaitu etnosentris, polisentris, geosentris, dan regiosentris, yang mempengaruhi yang dapat diuraikan sebagai berikut (Armstrong, 2020; Krow, 2020; Bailey, Mankin, et al, 2018):

1. *Ethnocentric*. Etnosentris adalah sikap yang mendasarkan kebijakan perusahaan pada kepercayaan bahwa budaya dan praktik perusahaan induk superior dibandingkan dengan

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BAB 11

STRATEGI PEMASARAN PERUSAHAAN

A. Pengertian Strategi Pemasaran Perusahaan

Strategi pemasaran adalah sesuatu yang harus dimiliki setiap bisnis, tidak peduli seberapa besar atau kecilnya. Bisnis ada untuk menyediakan produk yang memuaskan pelanggan. Pemasaran adalah proses perencanaan dan pelaksanaan konsepsi, penetapan harga, promosi, dan distribusi ide, barang, dan jasa. Strategi pemasaran terdiri dari beberapa komponen terkait yang disebut bauran pemasaran. Bauran pemasaran terdiri dari jawaban atas serangkaian pertanyaan terkait produk dan pelanggan.

Menurut Ferrell, Hartline et al. (2021), Palmatier, and Sridhar (2021), dan Tiffany (2021), sebuah strategi pemasaran adalah rencana tertulis yang mencakup topik-topik pemasaran seperti pengembangan produk, promosi, distribusi, dan penetapan harga. Pendekatan ini mengidentifikasi tujuan pemasaran perusahaan dan menjelaskan bagaimana perusahaan dapat mencapai tujuan tersebut. Strategi pemasaran membantu mengidentifikasi kekuatan dan kelemahan perusahaan serta pesaingnya. Strategi pemasaran membantu mengidentifikasi area dimana perusahaan harus fokus pada taktik pemasaran. Sebuah strategi adalah rencana jangka panjang untuk mencapai tujuan tertentu. Oleh karena itu, strategi pemasaran adalah rencana pemasaran yang dirancang untuk mencapai tujuan pemasaran. Misalnya, tujuan pemasaran dapat berkaitan dengan menjadi pemimpin pasar dengan memuaskan pelanggan. Rencana strategis ini melibatkan riset pemasaran dan

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BAB 12 | STRATEGI KEUANGAN PERUSAHAAN

A. Pengertian Strategi Keuangan Perusahaan

Setiap bisnis memerlukan strategi keuangan untuk membantu pertumbuhannya dan tetap bertahan, bahkan perusahaan besar dimana keputusan lebih tentang transfer sumber daya atau mengelola portofolio bisnis (Wheelen, Thomas, Hunger, Hoffman, and Bamford. (2018). Fungsi departemen keuangan semakin dianggap integral untuk memberi informasi pada strategi perusahaan, dan peran *Chief Financial Officer* (CFO) sama pentingnya sebagai mitra strategis dalam menciptakan nilai di seluruh bisnis seperti kepala departemen (Plaksinaa, Gallagher, and Dowling, 2019; Kostini, and Raharja, 2019). Dengan menggabungkan data dari manajemen keuangan perusahaan dengan perencanaan strategisnya, dapat dibuat peta jalan. Menyelaraskan misi dan tujuan perusahaan dengan informasi tentang sumber daya, risiko, modal, dan anggaran membantu bisnis untuk menavigasi kondisi ekonomi yang tidak dapat diprediksi dan mengurangi biaya di seluruh portofolio dalam jangka Panjang (Alghifari, Hermawan, Gunardi, Rahayu, and Wibowo, 2022; Akbar, Akbar, Qureshi, and Poulova, 2021; Thompson, Peteraf, Gamble, Strickland, 2021; Hill, Schilling, Jones, 2019; Chabachib, Fitriana, Hersugondo, Pamungkas, and Udin, 2019; Hunger, Hoffman, Bamford, Wheelen, 2017; David & David, 2016; Pearce & Robinson, 2014; Kaličanin, and Todorović, 2014).

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BAB 13

STRATEGI OPERASI PERUSAHAAN

A. Pengertian Strategi Operasi Perusahaan

Strategi operasional adalah suatu pendekatan taktis yang diterapkan oleh perusahaan untuk mengelola kegiatan operasionalnya dan mencapai tujuan bisnis. Dengan merancang strategi ini, perusahaan dapat mengevaluasi serta menerapkan sistem yang efisien dan efektif untuk mengelola sumber daya mereka dengan baik. Manajemen operasional menjadi inti dari keseluruhan fungsi perusahaan. Oleh karena itu, strategi operasional menjadi krusial dalam meningkatkan kinerja perusahaan secara keseluruhan. Manajemen operasional berperan penting dalam mengawasi seluruh proses operasional, termasuk desain, pelaksanaan, pemeliharaan, dan peningkatan sistem. Hal ini mendukung kelancaran proses produksi dan penyediaan layanan yang efisien, tepat waktu, dan efektif, bahkan dalam situasi yang tidak terduga ((Bizzle Jr, 2023; Holmes, 2022; Heizer, Render, et al, 2020; Krajewski, Malhotra, et al, 2018).

Dengan pemahaman ini, dapat disimpulkan bahwa manajemen operasional menjadi dasar bagi operasionalitas bisnis. Keberhasilan perusahaan juga sangat tergantung pada penerapan strategi operasional yang efisien dan efektif. Ketidakmampuan dalam manajemen operasional dapat mengancam kelangsungan hidup perusahaan.

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BAB 14

ETIKA DAN BUDAYA PERUSAHAAN

A. Pengertian Etika Perusahaan

Etika internal perusahaan merujuk pada seperangkat nilai, norma, dan pedoman perilaku yang diterapkan di dalam perusahaan untuk membimbing tindakan dan keputusan karyawan yang mencakup aturan-aturan dan nilai-nilai moral yang membentuk budaya internal perusahaan. Etika internal mencakup bagaimana perusahaan berinteraksi dengan karyawan, mitra bisnis, dan pemangku kepentingan internal lainnya. Dalam konteks ini, etika internal perusahaan sangat penting untuk menciptakan lingkungan kerja yang adil, transparan, dan berintegritas. Aturan-aturan ini mencakup berbagai aspek, seperti tanggung jawab sosial perusahaan, perlakuan adil terhadap karyawan, dan integritas dalam praktik bisnis.

Berdasarkan Sahadi, Taufiq, Farida, (2021) dan Kreitner dan Kinicki (2012) bahwa etika tidak terlepas dari pilihan-pilihan dan isu-isu moral terkait dengan konsep benar versus salah serta baik versus buruk menjadi perhatian utama dalam masyarakat dan lingkungan kerja. Etika memiliki implikasi signifikan dalam setiap konteks, baik dalam tatanan sosial maupun dunia pekerjaan. Etika dianggap sebagai ukuran atau standar moral yang mengatur perilaku yang dianggap benar atau salah oleh individu. Perilaku seseorang dalam berinteraksi dengan lingkungan sekitarnya mencerminkan kesesuaian dengan norma-norma yang berlaku dalam masyarakat.

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BAB 15

STRATEGI KEPEMIMPINAN PERUSAHAAN

A. Pendekatan Strategi Kepemimpinan

Pertumbuhan lingkungan ekonomi yang cepat dengan munculnya internet memudahkan organisasi berkomunikasi secara global, mengubah lingkungan bisnis dan meningkatkan daya saing di pasar setiap tahunnya (Kissinger, 2022; Demirtas & Karaca, 2020; Goodwin, 2018). Pemimpin bisnis dituntut untuk menjaga keberlanjutan bisnis dengan menawarkan produk berkualitas lebih baik dan biaya lebih rendah melalui strategi yang sesuai dengan tren bisnis dan fleksibilitas dalam menghadapi perubahan lingkungan bisnis yang cepat (Agarwal, 2020; Demirtas & Karaca, 2020; Goodwin, 2018; Anderson & Sun, 2017).

Kepemimpinan dijelaskan sebagai kekuatan yang mempengaruhi nilai, kepercayaan, perilaku, dan sikap orang lain. Pemimpin yang efektif mencapai hasil yang baik, mempengaruhi bawahan, dan mengubah nilai serta sikap mereka (Goodwin, 2018). Kepemimpinan dinyatakan sebagai fungsi penting dalam setiap organisasi, tanpa pemimpin, organisasi mungkin tidak akan ada. Efektivitas administrasi sangat bergantung pada kepemimpinan yang memotivasi anggota organisasi mencapai tujuan organisasi (Agarwal, 2020; Anderson, & Sun, 2017). Kepemimpinan yang efektif menjadi kunci utama bagi organisasi untuk mempertahankan bisnis dalam menghadapi masalah pertumbuhan cepat lingkungan ekonomi. Pemimpin yang baik dapat mengarahkan operasi perusahaan menuju tujuan dengan strategi yang efektif dan

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BAB 16

EVALUASI STRATEGI DAN KEBIJAKAN BISNIS

A. Pengertian Evaluasi Strategi dan Kebijakan Bisnis

Evaluasi strategi dan kebijakan bisnis merupakan langkah kritis untuk menilai sejauh mana rencana bisnis sesuai dengan tujuan perusahaan dan berjalan efektif. Perusahaan melakukan evaluasi ini sesuai dengan rencana yang telah disetujui, bertujuan untuk melakukan pengawasan dan mencegah kemungkinan kesalahan yang dapat melanggar toleransi yang telah ditetapkan. Kegiatan evaluasi mencakup peninjauan kembali faktor internal dan eksternal yang menjadi dasar perumusan strategi, termasuk pengukuran kinerja karyawan. Proses evaluasi juga berfungsi sebagai langkah antisipatif terhadap hasil akhir rencana, menyadari bahwa kesuksesan saat ini tidak selalu menjamin kelangsungan di masa depan. Melalui evaluasi, manajemen strategi dapat memantau implementasi strategi secara menyeluruh, termasuk penilaian kinerja individu, dan mengambil tindakan perbaikan dengan lebih bijaksana ((Wardhana, et al, 2021; Wardhana, et al, 2021; David, et al, 2019; Chandler, 2018; Wheelen, et al, 2018; Hitt, and Hoskisson, 2017; Rothaermel, 2017; Guerras-Martín, & Ronda-Pupo, 2013; Haslam, and Shenoy, 2018).

Evaluasi strategi dan kebijakan bisnis melibatkan tiga elemen utama, yakni: mengevaluasi faktor internal dan eksternal yang menjadi landasan strategi yang sedang diterapkan, menilai pencapaian kinerja yang telah terjadi, dan melaksanakan berbagai langkah perbaikan yang diperlukan (Haslam, and Shenoy, 2018).

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TENTANG PENULIS



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REPUBLIK INDONESIA
KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA

SURAT PENCATATAN CIPTAAN

Dalam rangka perlindungan ciptaan di bidang ilmu pengetahuan, seni dan sastra berdasarkan Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta, dengan ini menerangkan:

Nomor dan tanggal permohonan	: EC00202408945, 25 Januari 2024
Pencipta	
Nama	: Aditya Wardhana
Alamat	: Jl. Cipede II No. 107, RT 04/RW 04, Kel. Pajajaran, Cicendo, Bandung, Jawa Barat, 40173
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Pemegang Hak Cipta	
Nama	: Aditya Wardhana
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Jenis Ciptaan	: Buku
Judul Ciptaan	: Strategi Dan Kebijakan Bisnis Di Era Digital
Tanggal dan tempat diumumkan untuk pertama kali di wilayah Indonesia atau di luar wilayah Indonesia	: 20 Januari 2024, di Purbalingga
Tingkat waktu perlindungan	: Berlaku selama hidup Pencipta dan terus berlangsung selama 70 (tujuh puluh) tahun setelah Pencipta meninggal dunia, terhitung mulai tanggal 1 Januari tahun berikutnya.
Nomor pencatatan	: 000584316

adalah benar berdasarkan keterangan yang diberikan oleh Pemohon.

Surat Pencatatan Hak Cipta atau produk Hak Cipta ini sesuai dengan Pasal 72 Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta.



a.n. **KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA**
Direktur Hak Cipta dan Desain Industri



Anggoro Dasananto
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Dislaimer
Dalam hal pemohon memberikan keterangan tidak sesuai dengan surat pernyataan, Menteri berwenang untuk mencabut surat pencatatan permohonan.