

ABSTRAK

Organisasi harus bisa beradaptasi secara cepat menyesuaikan perubahan agar sukses bersaing dan tumbuh. Budaya organisasional dapat menjadi faktor penting untuk membantu beradaptasi dan mempengaruhi pertumbuhan. Hubungan budaya organisasional dan pertumbuhan dapat terjadi secara tidak langsung, yakni melalui mediasi kemampuan inovasi. Dalam konteks BUMN di Indonesia, penelitian pengaruh budaya organisasional CVF (budaya *clan*, budaya *adhocracy*, budaya *market*, budaya *hierarchy*) pada pertumbuhan melalui mediasi kemampuan inovasi belum ditemukan. Penelitian ini dilakukan untuk menginvestigasi lebih lanjut dan menganalisis hubungan variabel-variabel tersebut. Sampel penelitian yang diolah adalah sebanyak 104 perusahaan BUMN di Indonesia dan afiliasinya, dengan jumlah responden satu informan kunci setiap perusahaan, yakni Sekretaris Perusahaan atau pejabat setingkat dalam lingkup inovasi atau kinerja korporat. Metode penelitian ini menggunakan *bootstrapping* pada PLS-SEM yang dihitung menggunakan aplikasi SmartPLS 3.3.2.

Penelitian ini menemukan bahwa tanpa mempertimbangkan kemampuan inovasi, maka hanya budaya *adhocracy* dan budaya *hierarchy* yang berpengaruh positif dan signifikan terhadap pertumbuhan. Meskipun budaya *market* tidak signifikan, tetapi juga memiliki pengaruh positif terhadap pertumbuhan. Adapun setelah mempertimbangkan kemampuan inovasi sebagai mediator, penelitian ini mengungkapkan bahwa kemampuan inovasi hanya berhasil memediasi secara positif dan signifikan pengaruh budaya *adhocracy*, budaya *market*, dan budaya *hierarchy* pada pertumbuhan. Lebih lanjut, penelitian ini memberikan implikasi teoritis bahwa tidak semua budaya organisasional baik secara langsung maupun tidak langsung melalui kemampuan inovasi, berpengaruh pada pertumbuhan, terutama dalam konteks BUMN di Indonesia. Adapun untuk implikasi praktis, penelitian ini menunjukkan bahwa sangat penting bagi organisasi untuk membangun karakteristik budaya *adhocracy*, budaya *market*, budaya *hierarchy*, serta meningkatkan kemampuan inovasi agar organisasi tetap tumbuh. Namun demikian, penelitian ini memiliki keterbatasan terutama dalam jumlah sampel, sehingga tidak dapat dilakukan analisis multi grup berdasarkan jenis dan skala industri. Penelitian kedepan akan lebih baik jika dapat meningkatkan jumlah sampel dan melakukan analisis lebih dalam hubungan variabel-variabel tersebut berdasarkan jenis dan skala industri.

Katakunci: budaya organisasional, kemampuan inovasi, pertumbuhan, *bootstrapping*

ABSTRACT

Organizations must be able to adapt quickly to change in order to successfully compete and grow. Organizational culture can be an important factor to help adapt and effects growth. The relationship between organizational culture and growth can occur indirectly, through the mediation of innovation ability. In the context of BUMN in Indonesia, research on the effect of CVF organizational culture (clan culture, adhocracy culture, market culture, hierarchy culture) on growth through mediating innovation capabilities has not been found. This study was conducted to further investigate and analyze the relationship between these variables. The research sample that was processed was as many as 104 state-owned companies in Indonesia and their affiliates, with one key informant for each company, that is the Corporate Secretary or an official at the same level within the scope of innovation or corporate performance. This research method uses bootstrapping on PLS-SEM which is calculated using the SmartPLS 3.3.2.

This study found that without considering the ability to innovate, only adhocracy culture and hierarchy culture had a positive and significant impact on growth. Although market culture is not significant, it also has a positive influence on growth. Meanwhile, after considering the ability of innovation as a mediator, this study reveals that innovation capability only succeeds in mediating positively and significantly the influence of adhocracy culture, market culture, and hierarchy culture on growth. Furthermore, this study provides a theoretical implication that not all organizational culture, either directly or indirectly through innovation capabilities, has an effect on growth, especially in the context of SOEs in Indonesia. As for the practical implications, this research shows that it is very important for organizations to build the characteristics of adhocracy culture, market culture, hierarchy culture, and improve innovation capabilities so that the organization continues to grow. However, this study has limitations, especially in the number of samples, so that a multi-group analysis based on industry type and scale cannot be carried out. Future research would be better if it could increase the number of samples and conduct more analysis in the relationship between these variables based on the type and scale of industry.

Keywords: organizational culture, innovation capability, growth, PLS-SEM