

## INTISARI

Penelitian ini menganalisis tantangan perusahaan konstruksi BUMN dalam mengembangkan inovasi model bisnis di sektor jasa konstruksi Indonesia, khususnya dalam konteks Kerjasama Pemerintah dan Badan Usaha (KPBU). Fokus penelitian adalah mengevaluasi pengaruh fleksibilitas dan efisiensi organisasi terhadap inovasi model bisnis, dengan kemampuan identifikasi peluang dan integrasi sumber daya sebagai variabel mediasi. Data dikumpulkan melalui survei menggunakan kuesioner dan dianalisis dengan metode *Partial Least Squares-Structural Equation Modeling (PLS-SEM)*. Hasil penelitian menunjukkan bahwa 11 dari 12 hipotesis diterima, mencerminkan hubungan signifikan antara variabel yang diuji. Penelitian ini berkontribusi pada pengembangan teori kapabilitas dinamis, memberikan wawasan tentang inovasi pasca-kontrak KPBU, serta menawarkan panduan strategis untuk mengelola inovasi dan meningkatkan keberhasilan proyek konstruksi melalui pengelolaan fleksibilitas dan efisiensi organisasi.

**Kata Kunci:** Struktur Organisasi, Kapabilitas Dinamis, Inovasi Model Bisnis, KPBU, Perusahaan Konstruksi

## **ABSTRACT**

*This study examines the challenges faced by state-owned construction companies (BUMN) in developing business model innovations in Indonesia's construction service sector, particularly within the context of Public-Private Partnerships (PPP). The research focuses on evaluating the influence of organizational flexibility and efficiency on business model innovation, with opportunity identification capability and resource integration capability as mediating variables. Data were collected through a survey using questionnaires and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The findings reveal that 11 out of 12 hypotheses were supported, indicating significant relationships among the tested variables. This study contributes to the development of dynamic capability theory, providing insights into post-contract PPP innovation and offering strategic guidance for managing innovation and improving the success of construction projects through effective organizational flexibility and efficiency management.*

**Keywords:** *Organizational Structure, Dynamic Capabilities, Business Model Innovation, PPP, Construction Companies*