

INTISARI

Perusahaan keluarga mendominasi banyak industri salah satunya produsen obat tradisional yang pimpinan puncaknya masih dipegang turun-temurun oleh keluarga. Masalah utama perusahaan keluarga adalah mempertahankan kepemimpinan dari satu generasi ke generasi berikutnya. Hal itu disebabkan kurangnya perencanaan suksesi. Sehingga perlu dilakukan studi kasus di perusahaan obat tradisional tersebut untuk mengetahui permasalahan suksesi dilihat dari beberapa pendekatan suksesi dan untuk melihat pengaruh berbagai variabel dalam suksesi. Oleh karena itu dilakukan penelitian mengenai suksesi berupa studi kasus jamak pada kepemimpinan puncak di perusahaan obat tradisional milik keluarga di Surakarta.

Penelitian dilakukan dengan studi kasus jamak di 3 produsen obat tradisional milik keluarga di Surakarta. Metode penelitian menggunakan wawancara dengan narasumber pendahulu atau pun penerus di perusahaan keluarga yang bersedia berpartisipasi. Triangulasi data dilakukan dengan kuesioner. Hasil wawancara dilabel, ditranskrip kemudian dilakukan *coding* untuk memperoleh hubungan tematik antar data. Hasil penelitian berupa gambaran mengenai suksesi kepemimpinan puncak di perusahaan obat tradisional milik keluarga di Surakarta dilihat dari beberapa pendekatan suksesi dan pengaruh sebagai variabel dalam suksesi.

Hasil penelitian studi kasus jamak mengenai suksesi kepemimpinan puncak di perusahaan obat tradisional milik keluarga di Surakarta menunjukkan bahwa dari sisi pendekatan suksesi: suksesor ditentukan oleh anggota keluarga; proses suksesi membutuhkan waktu yang lama; dan suksesi tidak direncanakan dengan baik dan sistematis. Hasil penelitian mengenai suksesi dilihat dari berbagai variabel yang berpengaruh dalam suksesi: baik pendahulu dan penerus masing-masing memegang peranan penting; perusahaan skala kecil dan menengah kurang menyadari pentingnya usaha untuk mempersiapkan suksesor; hubungan antar anggota keluarga mempengaruhi suksesi; suksesi tidak benar-benar secara sadar direncanakan oleh pendahulu; sulit mendeteksi adanya pengaruh sosial maupun budaya secara langsung terhadap suksesi yang terjadi di perusahaan; pendahulu sebagai pemilik perusahaan keluarga sebaiknya telah menyiapkan pembagian yang jelas bagi generasi penerusnya baik mereka terlibat dalam perusahaan atau pun tidak.

Kata kunci: perusahaan keluarga, suksesi, studi kasus, produsen obat tradisional

ABSTRACT

Family-owned business dominate most industry e.g. herbal medicine manufacturer which top level manager is still manage by family from generation to generation. One of the problems facing family-owned business is how to survive from one generation to the next one. Poor succession maybe the reason why family business can not survive over time. So it was necessary to conduct case study research in those herbal medicine manufacturers in order to learn about succession issue which was approached from some point of views and also the influences of some variables on succession. In order to gain that information, multiple-case study research was conducted to explore top level management succession in family-owned business manufacturing herbal medicine in Surakarta.

This research was a multiple-case study research conducted in 3 family-owned herbal medicine manufacturers in Surakarta. The method used in this research was interview. Interviewees were predecessor or the successor in the business, who willing to participate. Questionnaire was used as triangulation. The interview was then labelled, transcribed and coded to find thematic connection. The result of this research was a description about top level management succession in family-owned business manufacturing herbal medicine in Surakarta approached from some point of views of succession and the influences of some variables on succession.

The results of this multiple case study research viewed by some succession approaches were: successors were appointed by the family; succession processes took a long time; and successions were not systematically or well planned. Several descriptions about some variables in succession were: both predecessor and successor were the keys in family business succession; small and middle size companies owners did not realize the importance of preparing the successor to continue the business; the relationship in the family affected the succession; succession planning was not intentionally planed or thought by the founders; it was hard to detect the social and cultural influence to the succession; the predecessor or founder in family-owned business should have prepared how to divide the assets within the family who do or do not involve in the business.

Keywords: family business, succession, case study, herbal medicine manufacturer