



**Pengaruh Kepemimpinan di  
PT Tekstil Bandung  
Terhadap Keberhasilan Skema  
Restrukturisasi Pinjaman dan Pemulihan  
Perusahaan di Masa Krisis Ekonomi  
Berkepanjangan di Indonesia**

Samuel PD Anantadjaya  
Yayasan Pendidikan Telkom, Sekolah Tinggi Manajemen Bandung  
Program MM – Eksekutif VIII  
E 000081017  
Januari 2003



# ABSTRAK

- Topik: **kepemimpinan organisasi** sehubungan dengan isu restrukturisasi pinjaman dan pemulihan perusahaan.
- Hasil dapat digunakan di berbagai jenis organisasi yang sedang mencoba untuk menjamin keberhasilan dari skema yang sudah disetujui bersama.
- Menggunakan proses **audit manajemen** sesuai dengan perjanjian dengan pihak ketiga yang terkait.
- Variabel: visi, misi, proses pengambilan keputusan, struktur organisasi, rencana dan tindakan strategis manajemen, dan gaya serta kemampuan dari kepemimpinan.

# SEKILAS MENGENAI PERUSAHAAN



- PT Tekstil Bandung (“PTB”) mengalami situasi finansial yang sangat rawan – **penurunan penjualan, margin, and laba.**
- **Tradisi keluarga** yang sangat kuat.
- Tidak mampu untuk memenuhi **kewajiban pembayaran pinjaman** kepada kreditur.
- PTB sudah berada disituasi mendekati proses likuidasi (secara teknis bangkrut).
- **Strategi** baru harus segera diupayakan dan direalisasi.

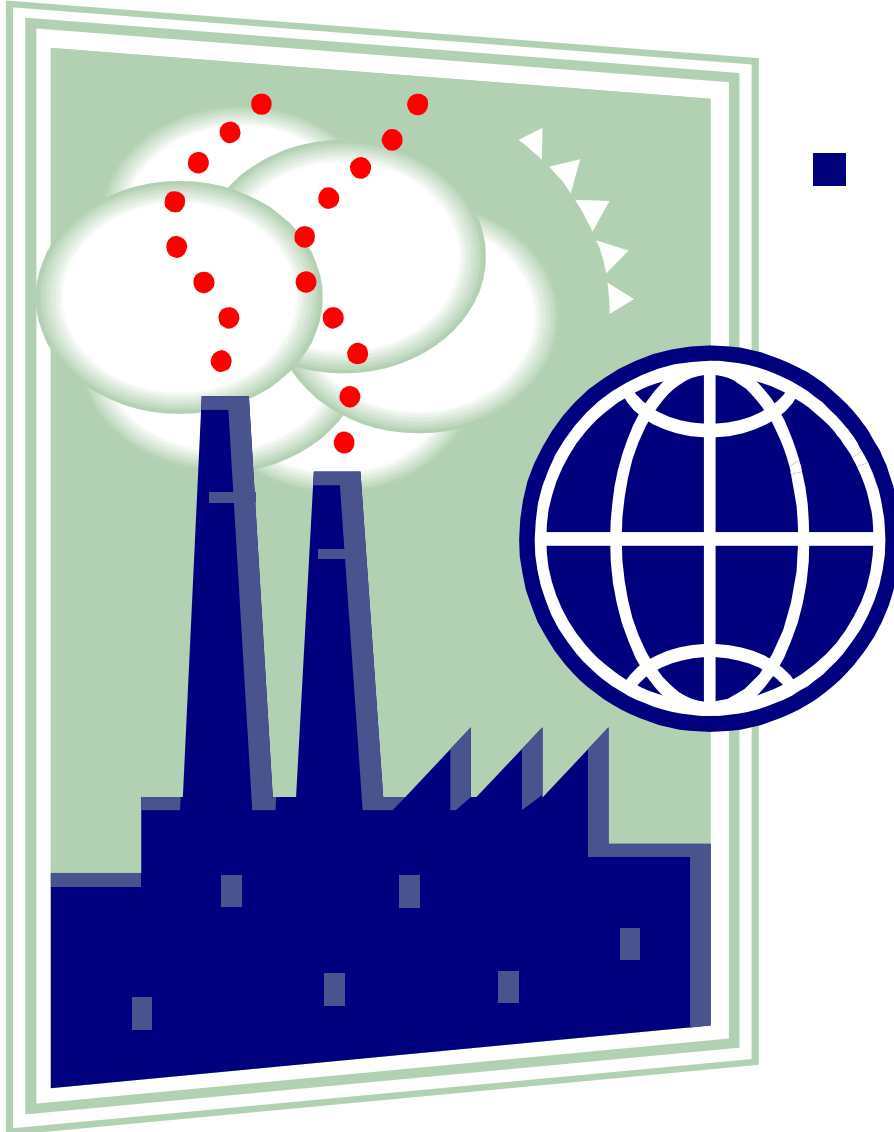
# SEKILAS MENGENAI PERUSAHAAN



- Penurunan sektor Industry di Indonesia dengan adanya **peningkatan kompetisi** dari China.
- AFTA 2003 – pergerakan bebas atas produk, servis, dan sumber daya manusia.
- Kondisi teknologi, mesin, dan peralatan pabrik yang sudah tua.
- Promosi penjualan yang agresif dengan sasaran produksi yang **lebih cepat, lebih baik, dan lebih murah**.
- Tidak adanya figur **pemimpin** yang kuat di perusahaan.



# VISI



- To establish and maintain presence in the textile industry in Indonesia with the **highest product quality** and **customer acceptance**.





# MISI

- To establish and maintain **presence** in the textile industry in Indonesia.
- To establish and maintain **presence** in the textile industry in the international market.
- To obtain worldwide **customer acceptance**, **recognition**, and **brand-awareness** on the textile products.
- To continuously improve the **product quality**.
- To continuously improve the **financial soundness**.
- To generate sufficient **revenues** to be returned to the local community in the forms of employment, food aids, convenient stores, shows and other special events entertainment.

# SEKARANG & NANTI



NOW	STRATEGIES		THEN
Issues	Old	New	
Human Resources	Required lots of human resources to handle the production flow.	The utilization of the existing human resources can be <b>optimized</b> based on strong <b>leaders</b> .	
Workloads	Required to handle lots of technical complexities and paper works.	<b>Online Database</b> , including the use of bar codes to streamline the processes.	
Type of Work	Spend time to perform the re-work, corrective actions, and repeat processes.	Spend time to <b>control</b> and <b>monitor</b> the data entry processes to provide the accurate results.	
Work Cells	Nonexistence and centralized to the top management.	<b>Decentralized</b> to each of the divisional team members themselves.	
Work Focus	<b>Operational</b> – handling daily tasks within the division without worrying the results.	<b>Strategic</b> – concentrating on the right input to generate the right output for other divisions.	

# SEKARANG & NANTI

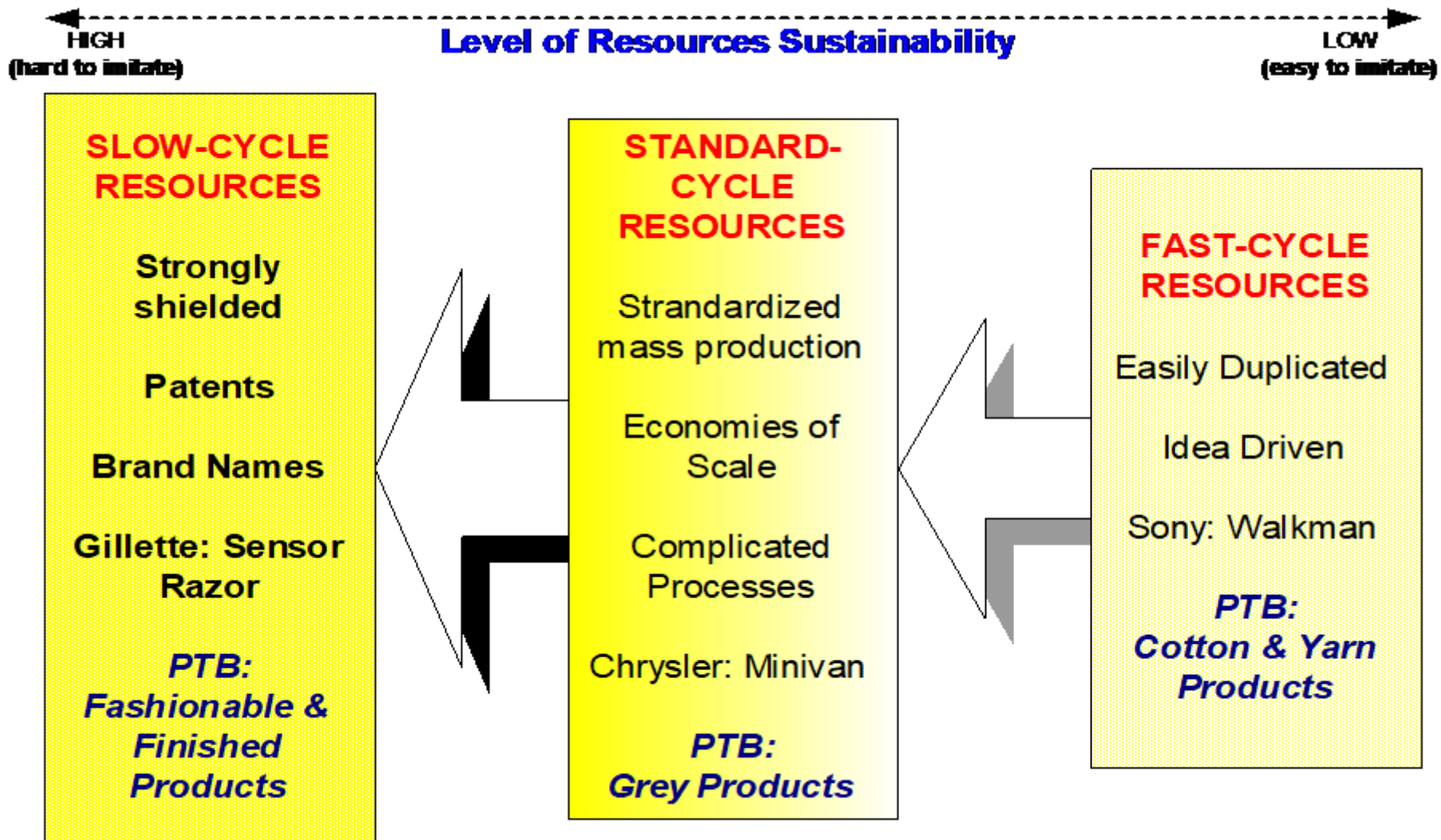


NOW	STRATEGIES		THEN
Issues	Old	New	
Production	Continuous production	Improving the <b>value creation</b> via speed of production and delivery and quality	
Business Processes	Don't fix it, unless it is broken.	<b>Fix it now</b> – continuous efforts on business processes improvement and engineering as well as leadership development.	
Stakeholders	Considered as the third parties only.	<b>Partnership relations</b> to participate in the manufacturing complexities.	
Planning	Nonexistence and centralized to the top management.	<b>Decentralized</b> to individual departments to develop plans, projections, and the appropriate measuring tools.	





# SUSTAINING COMPETITIVE ADVANTAGE





# SUSTAINING COMPETITIVE ADVANTAGE

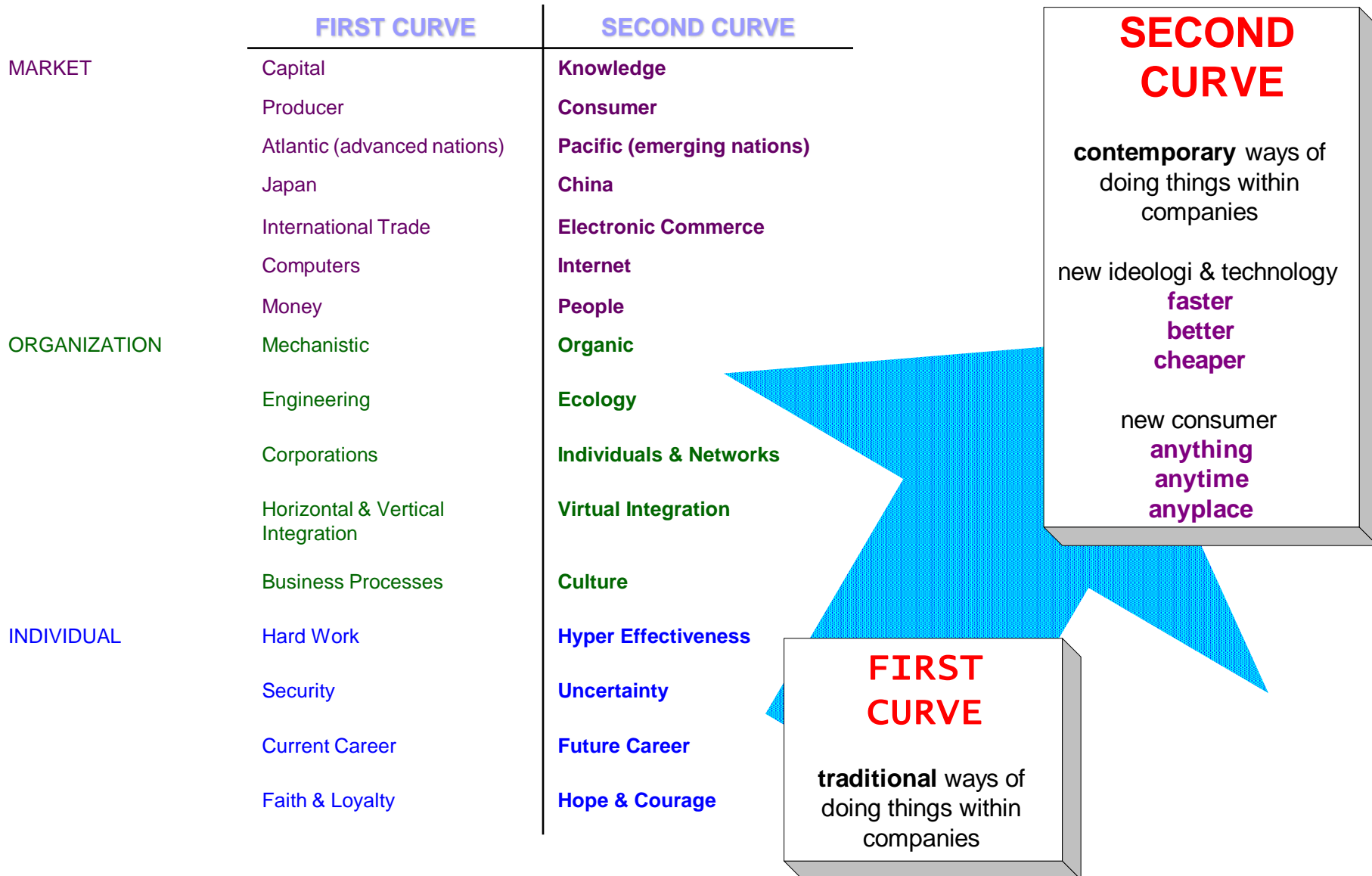
- Continuum of sustainability – an organization’s resources and capabilities, in terms of:
  - ***Durability*** – the rate at which a firm’s underlying resources and capabilities (core competencies) depreciate or becoming obsolete.
  - ***Imitability*** – the rate at which a firm’s underlying resources and capabilities (core competencies) can be duplicated by others.
    - ***Transparency*** – understanding.
    - ***Transferability*** – gathering.
    - ***Replicability*** – imitating.



# SUSTAINING COMPETITIVE ADVANTAGE

- Strategic Intention of the Continuum of Sustainability of PTB's Competitive Advantage:
  - The New Ideology & Technology:
    - ***Faster*** – delivery & production processes.
    - ***Better*** – service delivery.
    - ***Cheaper*** – low cost production.
  - The New Consumer:
    - ***Anything*** – variety of products.
    - ***Anytime*** – around the clock.
    - ***Anyplace*** – around the world.

# FENOMENA “KURVA KEDUA”



# STRATEGI PERUSAHAAN



- Perubahan Manajemen dan Kepemimpinan yang efektif.
- Lebih Cepat, Lebih Baik, dan Lebih Murah (bersama dengan profile pelanggan yang baru yang memberlakukan syarat apa saja (*anything*), kapan saja (*anytime*), dan dimana saja (*anywhere*)).
- Peningkatan dari Kualitas Kerja dan Efisiensi Produksi.

# ANALISA INTERNAL PERUSAHAAN



## STRATEGIC FINANCIAL ISSUES:

financial leverage  
capital budgeting

## STRATEGIC INFORMATION SYSTEM ISSUES:

flow of information  
online  
standardization & simplification

## STRATEGIC OPERATIONAL ISSUES:

intermittent system  
experience curve  
flexible manufacturing  
economies of scales & scopes

## STRATEGIC MARKETING ISSUES:

market position  
market segmentation  
marketing mix  
product life cycle

## STRATEGIC AUDIT ISSUES:

internal analysis  
(strengths & weaknesses)  
external analysis  
(opportunities & threats)

## STRATEGIC R&D ISSUES:

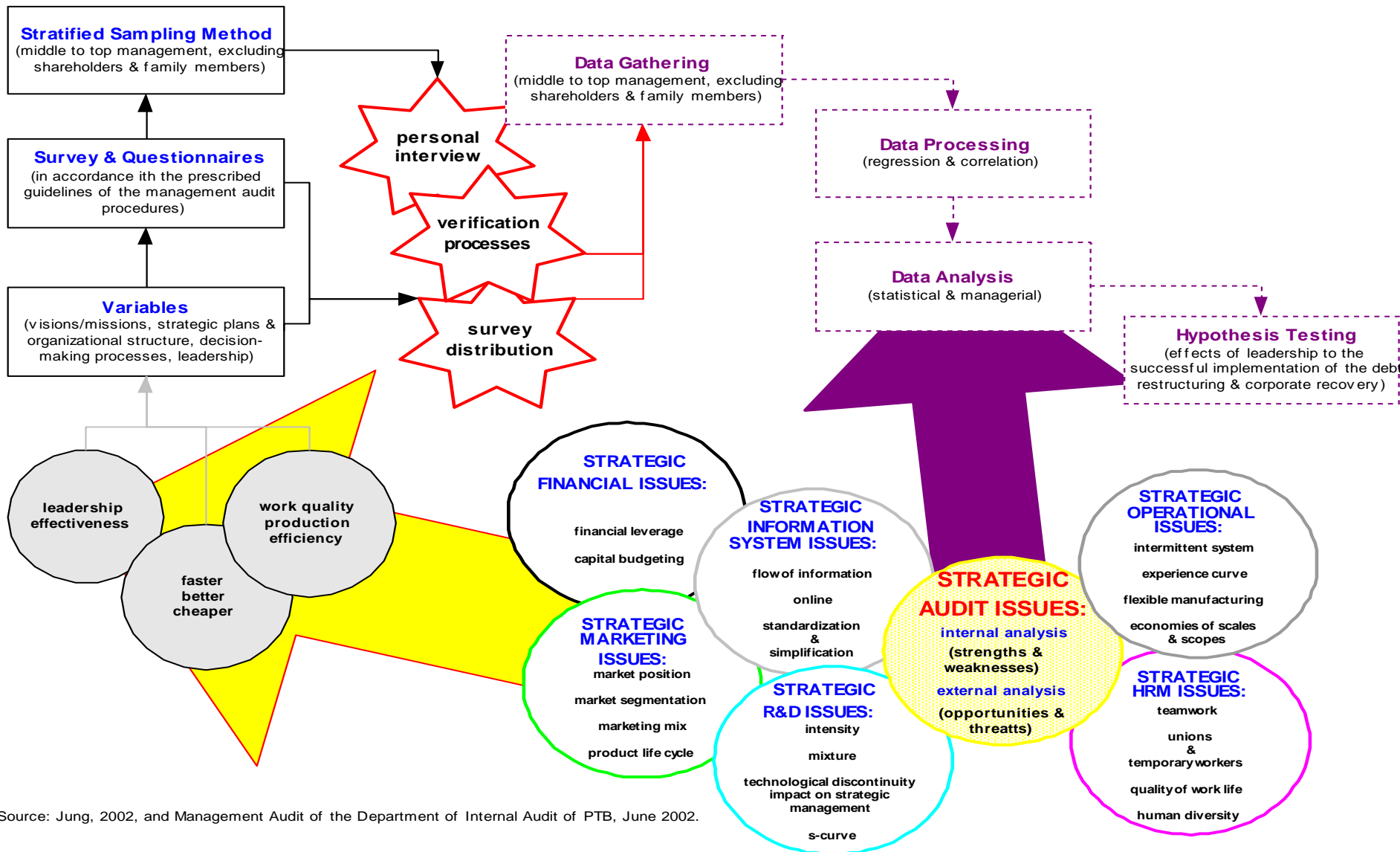
intensity  
mixture  
technological discontinuity  
impact on strategic management  
s-curve

## STRATEGIC HRM ISSUES:

teamwork  
unions & temporary workers  
quality of work life  
human diversity



# METODE & LANGKAH PENELITIAN



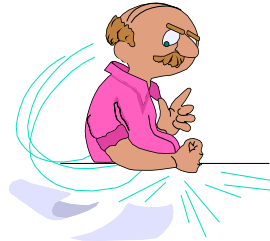
Source: Jung, 2002, and Management Audit of the Department of Internal Audit of PTB, June 2002.

# ASSESSMENTS



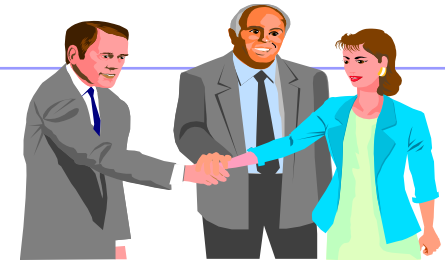
## **Audit Findings:**

- Inflexible
- No plans, no goals
- Low problem-solving skills
- Low decision-making skills
- Very subjective
- Low initiative
- Low creativity
- Low integrity
- No managerial skills
- No teamwork spirit
- Gives orders and instructions



## **BOSS:**

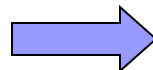
- Gives orders, instructions, and commands
- Things must be done in certain ways and must be correct
- Tell stories about ideas generation
- Easy and quick to provide comments, judgment, and evaluation
- Talk first, think later
- Set deadlines & focus on oneself
- Focus on organizational structure
- Create fears



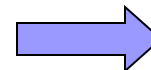
## **LEADERS:**

- Do the right things (effectiveness)
- Transmit ideas to people
- Guide and motivate
- Flexible
- Assume the supervisory roles
- Supportive
- Willing to listen
- Assist others to develop ideas, plans, and courses of implementation
- Discussion first
- Focus on team efforts
- Show what is wrong
- Show what have been done
- Promote respect

Assessment



Ineffective Behaviors



Expected Behavior



# FAKTOR KESUKSESAN



Target Achievement	Key Successful Factors
Business and Operational Processes	<ul style="list-style-type: none"> <li>✓ Smooth and streamline.</li> <li>✓ Less bureaucracy and papers.</li> <li>✓ Widening the “bottleneck” issues.</li> <li>✓ Errors and repeated processes are minimized (lower production costs).</li> </ul>
Control and Monitoring	<ul style="list-style-type: none"> <li>✓ Easier cross checks and verifications.</li> <li>✓ Faster corrections on errors and mistakes.</li> </ul>
Customer Satisfaction Level	<p>Higher customer satisfaction level due to;</p> <ul style="list-style-type: none"> <li>✓ Less errors.</li> <li>✓ Less repeat processes.</li> <li>✓ Less mistakes in the shipping and handling of products.</li> <li>✓ On-time delivery.</li> </ul>
Delivery Time	<ul style="list-style-type: none"> <li>✓ Increase performance.</li> <li>✓ On-time delivery as promised.</li> </ul>
Kepemimpinan	<ul style="list-style-type: none"> <li>✓ <i>Gaya: telling, selling, participating, delegating.</i></li> <li>✓ <i>Tingkat kedewasaan &amp; kesiapan dari para pengikut.</i></li> <li>✓ <i>Orientasi Waktu: nature of business, nature of employees, line or staff authority, and presence of internal crisis mode.</i></li> </ul>

# DEFINISI DARI “KEPEMIMPINAN”

- ...*“the behavior of an individual [and the process of influencing the activities] when [a person] is directing the activities of a group toward a shared goal”* (Yukl, 1989:3).
- ...*“any attempt to influence the behavior of another individual or group”* (Hershey, 1992:16).



# DEFINISI DARI “KEPEMIMPINAN”



- *...”applying principles and techniques that insure motivation, discipline and productivity when working with people, tasks and situations, in order to accomplish the [C]ompany’s objectives” (Watson, 2001:156).*
- *...”the art of influencing and directing people in a manner that wins their obedience, confidence, respect, and enthusiastic cooperation in achieving a common objectives” (Watson, 2001:156).*

# MANAJER vs. PEMIMPIN

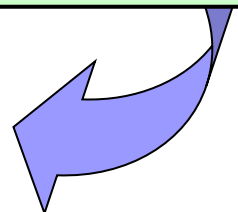


<b>MANAJER</b>	<b>PEMIMPIN</b>
<i>Doing things right (efisien)</i>	<i>Do the right things (efektif)</i>
<i>Menjalankan (administer)</i>	Menciptakan ( <i>innovate</i> )
<i>Mempertahankan (maintenance)</i>	Membuat/menyusun ( <i>develop</i> )
<b>Kontrol &amp; Pengawasan</b>	Memberikan Wawasan ( <i>inspire</i> )
<b>Persepsi: Jangka Pendek &amp; Menengah</b>	Persepsi: Jangka Panjang
<b>Menanyakan “bagaimana” and “kapan”</b>	Menanyakan “apa” and “mengapa”
<i>Meniru (imitate)</i>	Pencetus Ide ( <i>originate</i> )
<b>Menerima kondisi sekarang (status quo)</b>	Menantang kondisi sekarang

Telling, Selling, Participating, Delegating

Followers' Maturity/Readiness Level

Time-span Orientation: Nature of Business, Employees, Line vs. Authority, Crisis Mode



# VARIABEL PENELITIAN



- $X_1$ : Visi dan Misi (Corporate-level).
- $X_2$ : Struktur Organisasi yang Efektif, Rencana Strategis, dan Tindakan dari Masing-masing Departemen (Business-level).
- $X_3$ : Proses Pengambilan Keputusan (Functional-level).
- Y: Keahlian dan Kemampuan dari Pemimpin.



# UJI HIPOTESA

- $H_0$ : Kepemimpinan di PTB **tidak dapat** mempengaruhi keberhasilan kesepakatan skema restrukturisasi pinjaman dan pemulihan perusahaan.
- $H_1$ : Kepemimpinan di PTB **dapat** mempengaruhi keberhasilan kesepakatan skema restrukturisasi pinjaman dan pemulihan perusahaan.

# UJI PENGUKURAN STATISTIK



- **Uji Validitas** – evaluasi terhadap tingkatan kekuatan dari masing-masing pernyataan sehubungan dengan metode penelitian secara keseluruhan terhadap variabel yang digunakan.
  - Validitas:  $t\text{-value}_{(\text{hitung})} > t\text{-value}_{(\text{tabel})}$
  - df:  $(n-2)$ ,  $\alpha = 0.05$
- **Uji Reliabilitas** – evaluasi terhadap kemungkinan, konsistensi, dan kegunaan dari masing-masing pernyataan yang digunakan di survey.
  - Reliabilitas:  $t\text{-value}_{(\text{hitung})} > t\text{-value}_{(\text{tabel})}$
  - df:  $(n-2)$ ,  $\alpha = 0.05$

# UJI PENGUKURAN STATISTIK



- Metode *Successive Interval* – transformasi dari skala ordinal 1 – 5 menjadi skala interval.
  - Kategori skala ordinal menjadi  $X_1, X_2, X_3, Y$
  - Menghitung proporsi dari masing-masing jawaban per kategori tersebut.
  - Menghitung proporsi kumulatif dari semua kategori.
  - Menentukan batasan dengan menggunakan tabel distribusi normal (z-value) karena  $n > 30$ .
  - Menghitung rata-rata interval.



# ANALISA REGRESI LINIER BERGANDA

MATRIKS DATA INTERVAL  
(HASIL DARI METODE  
SUCCESSIVE INTERVAL)

VARIABEL BEBAS & TIDAK  
BEBAS (MENGUNAKAN  
TOTAL SKOR)

METODE LEAST  
SQUARES

PENGHITUNGAN DARI  
R<sup>2</sup>, T AND F-VALUES

ANALISA  
SIGNIFIKANSI

<b>Multiple R</b> (correlation coefficient)		<b>0.962</b>			
<b>R-Squared</b> (coefficient of determination)		<b>0.926</b>			
<b>R-Squared (adj)</b>		<b>0.921</b>			
<b>F = 191,821</b>		Signif F = 0.000			
Variables in the Equation					
Variable	B	Beta	T	Sig t	
Constant	<b>-1.532</b>		-1.256	0.216	
X <sub>1</sub>	<b>0.448</b>	0.217	3.024	0.004	
X <sub>2</sub>	<b>0.211</b>	0.316	4.362	0.000	
X <sub>3</sub>	<b>0.735</b>	0.506	7.352	0.000	

$$Y = -1.532 + 0.448X_1 + 0.211X_2 + 0.735X_3$$



# TEMUAN

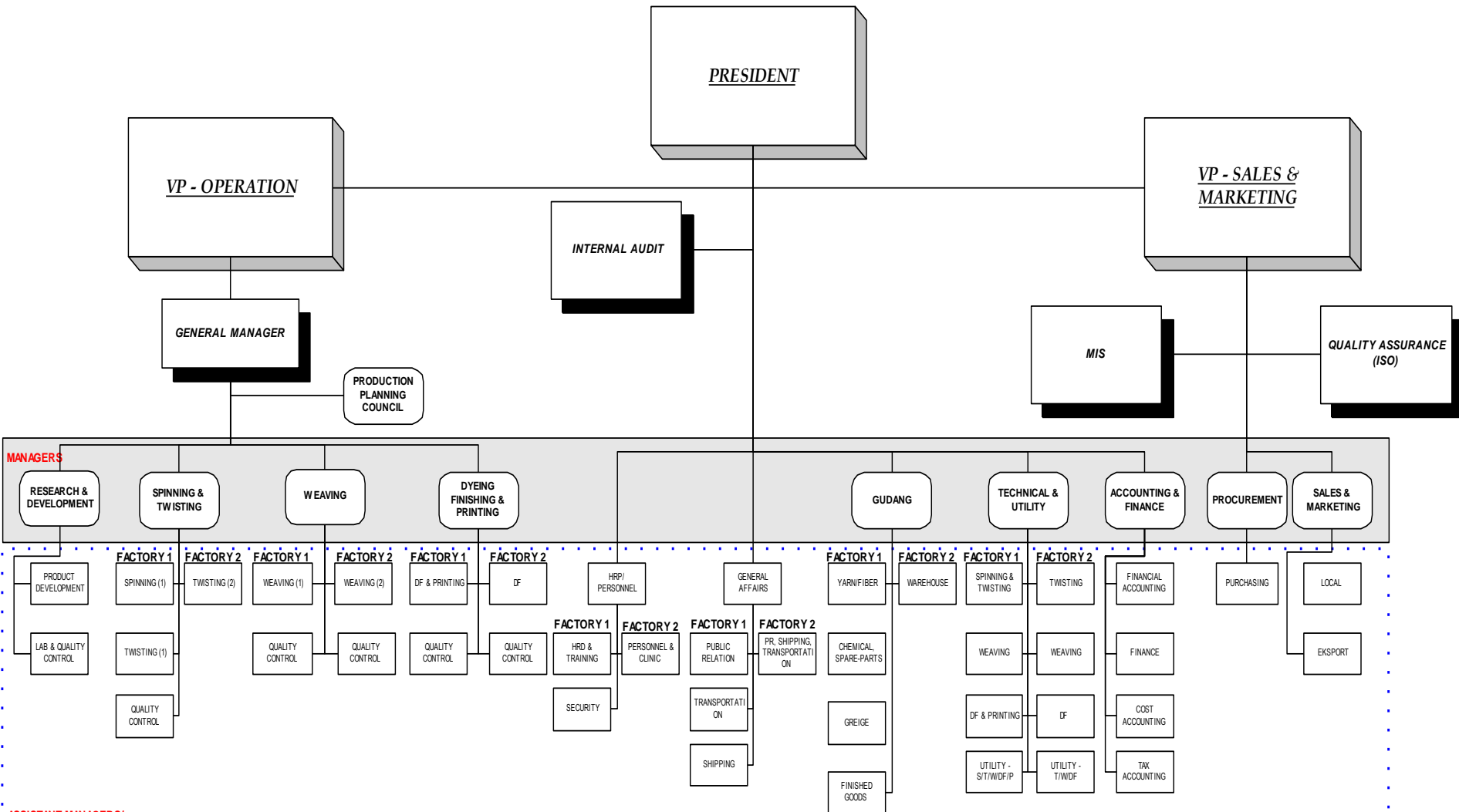
- Kepemimpinan di PTB dapat mempengaruhi keberhasilan kesepakatan skema restrukturisasi pinjaman dan pemulihan perusahaan.



# SARAN

- Memperbaiki **struktur organisasi** untuk memperlancar arus data dan informasi guna meningkatkan proses pengambilan keputusan.
- Memperbaiki **tugas dan tanggung jawab** bagi masing-masing individu, paket kompensasi, penilaian, dan uji kesesuaian/kelayakan bagi karyawan.
- **Sosialisasi** visi dan misi Perusahaan.
- Membentuk pusat **pelatihan**.
- Meningkatkan **kontrol** dan **pengawasan** terhadap rencana dan tindakan strategis setiap unit.

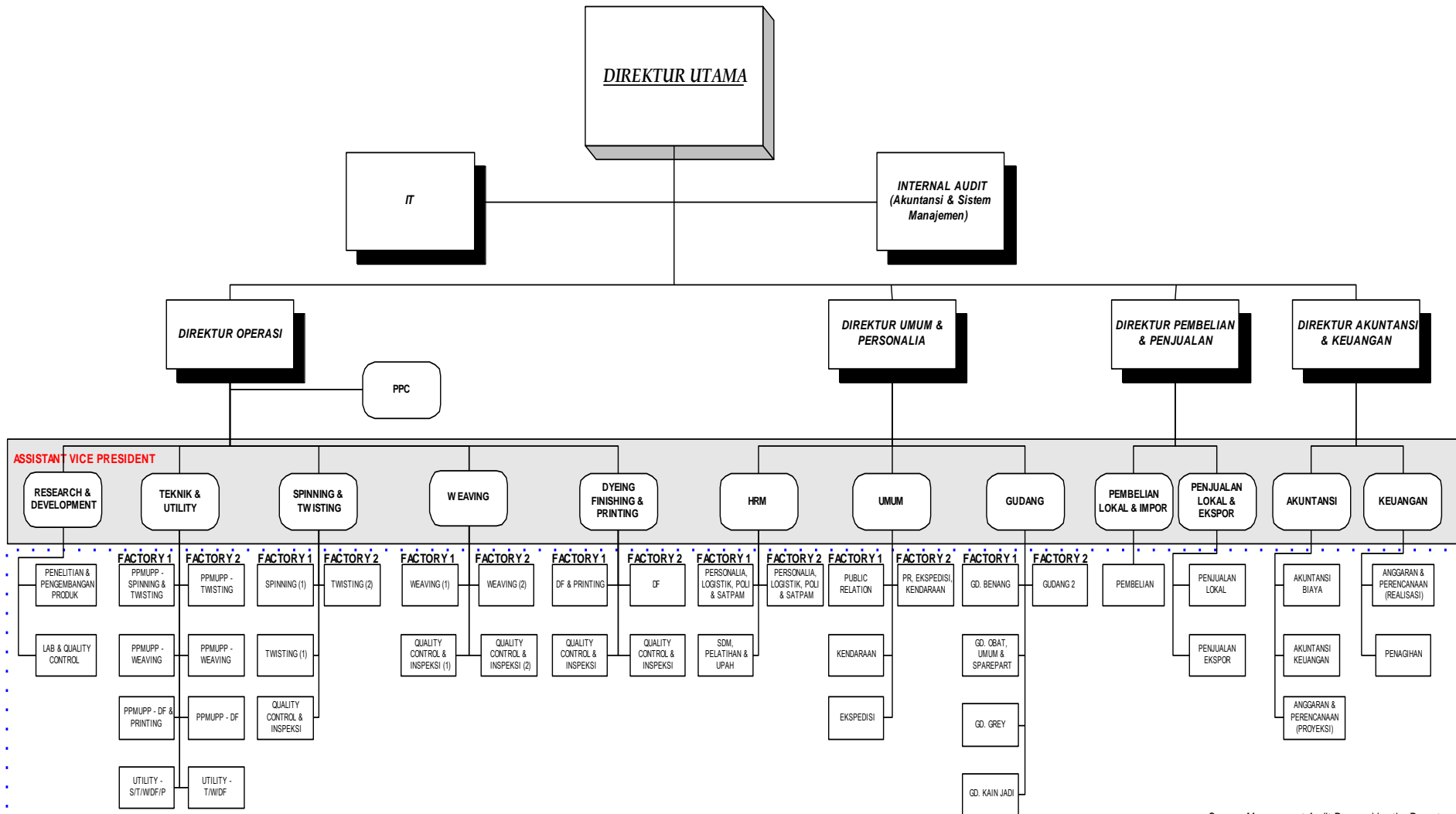
# STRUKTUR ORGANISASI



ASSISTANT MANAGERS/  
DEPARTMENT HEADS

Source: Management Audit findings by the Department of Internal Audit of PTB, June 2002.

# STRUKTUR ORGANISASI - USULAN



ASSISTANT VICE PRESIDENT

SUPERVISOR

CATATAN:  
 PPMUPP = PERAWATAN & PERBAIKAN MESIN UTAMA, PENUNJANG & PRASARANA

Source: Management Audit Proposal by the Department of Internal Audit of PTB, June 2002.

# KEPEMIMPINAN = HASIL

