

## **BAB 6**

### **PENUTUP**

Bab 6 akan berisi kesimpulan dan saran yang diperoleh dari hasil analisis statistik dan pembahasan di bab-bab sebelumnya. Kesimpulan akan menjawab rumusan masalah yang telah diuraikan pada bab 1, dan saran akan diberikan sesuai dengan temuan-temuan yang telah dibahas pada bab 5.

#### **6.1 Kesimpulan**

Berdasarkan hasil analisis dan pembahasan, penelitian ini berujung pada kesimpulan-kesimpulan, yaitu:

1. Kapabilitas entrepreneur pemimpin strategis berpengaruh positif dan signifikan terhadap dukungan terhadap inovasi. Dengan kata lain, semakin baik kapabilitas entrepreneur pemimpin strategis, semakin baik pula dukungan terhadap inovasi yang dirasakan manager tim restoran. Dengan demikian, hasil ini mendukung hipotesis 1 dan mendukung penelitian Denti dan Hemlin (2002) serta Eromafuru (2013).
2. Dukungan terhadap inovasi berpengaruh positif dan signifikan terhadap performa restoran. Dengan kata lain, semakin baik dukungan terhadap inovasi yang dirasakan manager tim restoran, performa restoran akan semakin meningkat. Dengan demikian, hasil ini mendukung hipotesis 2 dan mendukung penelitian Scott dan Bruce (1994).
3. Dukungan terhadap inovasi berpengaruh positif dan signifikan terhadap perilaku kerja inovatif. Dengan kata lain, semakin baik dukungan terhadap

inovasi yang dirasakan manager tim restoran, anggota tim restoran akan semakin memiliki kecenderungan berperilaku kerja inovatif. Dengan demikian, hasil ini mendukung hipotesis 3 dan mendukung penelitian Howell dan Avolio (1993) dan Baer dan Frese (2003).

4. Kapabilitas entrepreneur pemimpin strategis berpengaruh positif dan signifikan terhadap perilaku kerja inovatif. Dengan kata lain, semakin baik kapabilitas entrepreneur pemimpin strategis sebuah restoran, anggota tim restoran akan semakin memiliki kecenderungan untuk memiliki perilaku kerja inovatif. Dengan demikian, hasil ini mendukung hipotesis 4 dan mendukung penelitian Scott dan Bruce (1994), Yuan dan Woodman (2020), dan Odoardi *et al.* (2015).
5. Perilaku kerja inovatif berpengaruh positif dan signifikan terhadap performa restoran. Dengan kata lain, semakin tinggi kecenderungan anggota tim restoran untuk berperilaku kerja inovatif, semakin baik pula performa restoran. Dengan demikian, hasil ini mendukung hipotesis 5 dan mendukung penelitian Oukes (2010).
6. Kapabilitas entrepreneur pemimpin strategis berpengaruh positif dan signifikan terhadap performa restoran. Dengan kata lain, semakin baik kapabilitas entrepreneur pemimpin strategis sebuah restoran, semakin baik pula performa restoran tersebut. Dengan demikian, hasil ini mendukung hipotesis 6 dan mendukung penelitian Lv *et al.* (2011).
7. Kolektivisme memoderasi pengaruh antara kapabilitas entrepreneur pemimpin strategis dan perilaku kerja inovatif. Dengan kata lain, pengaruh antara

kapabilitas entrepreneur pemimpin strategis dan perilaku kerja inovatif akan semakin kuat saat tim restoran memiliki kecenderungan kolektivisme yang tinggi. Dengan demikian, hasil ini mendukung hipotesis 7 dan memberikan bukti empiris terhadap penelitian Gorodnichenko dan Roland (2013), walaupun bukti empiris ini tidak sesuai dengan pendapat peneliti-peneliti tersebut.

8. Secara keseluruhan, semua hipotesis dalam penelitian ini didukung.
9. Hasil studi ini juga merupakan kontribusi terhadap restoran-restoran informal di Surabaya dalam membuat kebijakan dan pengambilan keputusan yang berhubungan dengan inovasi, khususnya dukungan terhadap inovasi dan pembentukan perilaku kerja inovatif agar tercapai performa restoran yang baik.

## **6.2 Saran**

Penelitian ini menghasilkan beberapa wawasan yang dapat digunakan baik oleh praktisi restoran maupun peneliti-peneliti selanjutnya. Untuk itu, sub-bab selanjutnya akan menjelaskan secara lebih mendetail beberapa saran yang dapat diaplikasikan baik praktisi restoran maupun akademisi.

Berikut adalah beberapa saran yang dapat diaplikasikan bagi praktisi-praktisi restoran berdasarkan hasil analisis dan pembahasan dari penelitian ini. Saran-saran tersebut adalah:

1. Kapabilitas entrepreneur pemimpin strategis, terutama kapabilitas untuk mengidentifikasi kesempatan yang ada masih dapat ditingkatkan lagi. Dalam

hal ini, penyampaian secara jelas pada manager juga harus dilakukan sehingga manager mengerti dengan baik kesempatan-kesempatan apa yang akan diambil oleh pimpinan strategis restoran.

2. Pemimpin strategis sebaiknya memberikan *reward* khusus bagi tim yang mampu memunculkan inovasi sebagai bentuk dukungan terhadap inovasi. Dalam hal ini, *reward* tersebut sebaiknya tidak digabungkan dengan *service charge* untuk lebih memicu timbulnya inovasi-inovasi dari tim restoran. Hal ini sangat penting karena perilaku kerja inovatif karyawan akan mempengaruhi secara langsung performa restoran.
3. Manajer dapat menyampaikan secara lebih jelas bahwa karyawan dapat mengusulkan anggaran untuk implementasi ide-ide kreatif. Walaupun manager memiliki persepsi bahwa karyawan telah melakukan hal ini, terdapat perbedaan variasi jawaban yang cukup besar. Sebanyak 16.5% manager menganggap karyawan tidak memberikan usulan ini. Terdapat kemungkinan bahwa karyawan tidak tahu bahwa hal ini sangat disarankan demi meningkatnya perilaku kerja inovatif karyawan.

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