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Perusahaan yang dapat memberikan respon lebih cepat dan tepat atas permintaan pelanggan akan dapat memenangkan persaingan. Pemberian respon yang cepat dan tepat dapat dilakukan jika perusahaan dapat mengetahui: apa yang diinginkan oleh pelanggan, apa yang telah diberikan oleh para pesaing serta sumber daya apa yang dimiliki oleh perusahaan (Jaworski & Kohli, 1993). Esensi pelanggan adalah calon pelanggan, pelanggan baru dan pelanggan yang sudah lama.

Calon pelanggan, memerlukan informasi mengenai harga, keunggulan produk dibanding dengan pesaing, waktu penyerahan sepeda motor, *after sales service*, lamanya garansi, alamat bengkel, kesediaan *spare part*, dan cara pembayaran.

Strategi perusahaan untuk dapat memberikan respon yang cepat dan tepat kepada pelanggan adalah menjadikan pelanggan sebagai fokus untuk memperoleh informasi yang tepat apa yang mereka inginkan. Sedang untuk memenuhi keinginan pelanggan perusahaan harus memerhatikan lingkungan yang merupakan komponen dari

orientasi pasar (Kohli dan Joworski, 1990 ; Jaworski dan Kohli, 1993).

Pengujian hipotesis ketiga (H3), Perilaku Kewirausahaan mempunyai pengaruh positif dan signifikan terhadap Kepekaan Perusahaan (nilai-t = 6,52). Hal ini berarti pengusaha yang terus mengembangkan perilaku kewirausahaan akan mengakibatkan peningkatan kepekaan perusahaan. Pengusaha yang berani melakukan inovasi, mengambil risiko, dan proaktif sudah merupakan komponen dari kewirausahaan (Covin & Slevin, 1991) yang untuk mengembangkan usahanya akan meningkatkan kepekaan (*responsive*) perusahaan sehingga terjadi keserasian antara kegiatan yang dilakukan oleh pengusaha dan aktivitas perusahaan.

Inovasi dalam hal ini adalah secara kreatif mencari solusi atas masalah-masalah yang timbul dan melakukan bisnis dengan cara-cara yang baru. Dengan adanya persaingan yang ketat antar perusahaan penyalur sepeda motor, perusahaan tentu tidak lagi menjalankan bisnis dengan melakukan cara-cara yang biasa (*naïf*) dilakukan. Keberanian pengusaha dalam mengambil risiko maknanya adalah kesediaan pengusaha untuk menanggung kerugian atas tindakan yang dilakukan. Dan kepiawaiannya atas hal ini tentu sangat dipengaruhi oleh pengalamannya. Dari hasil penelitian, diketahui bahwa 89,3 % responden telah menjalankan perusahaan selaku penyalur sepeda motor lebih dari tiga tahun, ini menunjukkan bahwa rerata responden cukup berpengalaman dalam menjalankan bisnisnya.

Hasil penelitian hipotesis keempat (H4), Kepekaan Perusahaan berpengaruh positif dan signifikan terhadap Kinerja Perusahaan ( nilai-t = 4,86 ), artinya bila Kepekaan Perusahaan (*organizational responsiveness* ) makin meningkat, akan meningkatkan kinerja perusahaan.. Agar pengukuran kinerja perusahaan tidak hanya untuk tujuan jangka pendek, maka pengukuran

spiritnya tidak hanya memerhatikan indikator kuantitatif atau data keuangan saja, tetapi harus juga memerhatikan indikator-indikator kualitatif seperti kepuasan pelanggan, penyerahan tepat waktu, dan kepuasan karyawan, karena kinerja keuangan yang buruk belum tentu mencerminkan kinerja perusahaan secara keseluruhan untuk jangka panjang juga buruk (Politano, 2003).

Lingkungan usaha penyaluran sepeda motor yang sarat persaingan dewasa ini wacananya lebih kompleks, dinamis dan bergejolak dibandingkan sebelumnya, keadaan ini memaksa para pengusaha untuk berpikir kembali apa yang harus dilakukan untuk dapat tetap eksis dan bersaing serta sumber daya apa yang mesti dimiliki.

## SIMPULAN

Orientasi pasar tidak berpengaruh terhadap perilaku kewirausahaan, ini menunjukkan bahwa perusahaan penyalur sepeda motor sebagai wirausaha tidak dapat menjalankan orientasi pasar secara utuh karena adanya ketentuan dari penyalur utama yang harus ditaati, seperti produk, melakukan promosi, menentukan harga jual dan daerah pemasaran sudah ditentukan oleh penyalur utama, dan mengakibatkan perusahaan penyalur tidak dapat melakukan fungsi kewirausahaannya secara utuh, seperti melakukan inovasi produk.

Orientasi pasar berpengaruh positif dan signifikan terhadap kepekaan perusahaan. Hal ini menunjukkan bahwa dengan adanya persaingan yang ketat antar perusahaan penyalur satu merek maupun dengan perusahaan penyalur merek lain, perusahaan perlu memiliki kepekaan untuk memberikan respon yang cepat dalam menerapkan strategi pemasaran produknya atas perubahan-perubahan lingkungan persaingan, seperti pelayanan yang baik kepada pelanggannya

untuk dapat bersaing dengan perusahaan yang lain, kecepatan “penyerahan” produk kepada pembeli, memberikan informasi yang terkini atas produk baru maupun lama, memberikan perbaikan atas sepeda motor yang masih dalam garansi atau yang sudah habis masa garansinya, menyediakan suku cadang yang sesuai dan asli, dan memberikan kenyamanan kepada pelanggan yang berkunjung ke toko maupun bengkel penyalur.

Perilaku kewirausahaan berpengaruh positif dan signifikan terhadap kepekaan perusahaan. Penyalur dalam menjalankan usahanya dalam melakukan inovasi untuk melakukan pemasaran produk, proaktif dalam menghadapi pesaing, mengambil risiko untuk mencapai tujuan perusahaan berdasarkan perubahan dan permintaan pasar untuk menghadapi pesaing (Covin & Slevin, 1991). Keunggulan bersaing yang berkelanjutan perusahaan dapat diperoleh kalau perusahaan dapat memberikan respon yang cepat dan tepat untuk melakukan inovasi, proaktif dan berani mengambil risiko yang meliputi antara lain pada masalah pemasaran maupun masalah peningkatan peningkatan sumber daya manusia.

Kriteria kinerja yang digunakan harus mampu digunakan sebagai pedoman bagi perusahaan dalam mengambil keputusan operasional sehingga tujuan strategi menjadi fleksibel, mudah untuk diterapkan, tepat waktu, serta dapat dimengerti oleh semua tingkat manajemen (Wisner & Fawcett, 1991). Agar pengukuran kinerja perusahaan tidak hanya untuk tujuan jangka pendek, maka pengukuran kinerja perusahaan tidak hanya memerhatikan data keuangan saja, tetapi harus memerhatikan hal-hal yang berhubungan dengan indikator-indikator kualitatif, seperti kepuasan pelanggan, penyerahan yang tepat waktu, dan kepuasan karyawan, karena kinerja keuangan yang buruk belum tentu menunjukkan bahwa kinerja perusahaan secara keseluruhan untuk jangka panjang juga buruk.

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