



The Effect of Internal and External Environments on Partnership Strategy and Its Impact on Business Performance of Micro Small Industry of Food Sub-Category in Majalengka Regency

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The Industry Food Sub-category is the industry with the largest number of SMEs in Majalengka Regency, and the growth is also high. However, this is not accompanied by the performance of the industry. One of the causes of the decline in the amount of production is due to the limitations of industry business people to market their products. There is a difference in this study with previous research, where there is a significant influence between partnerships and industry performance. The purpose of this study was to determine the description of Internal and External Environments, Partnership Strategies and Business Performance in Food SMIs, and the effect of each independent variable on the dependent variable, both indirectly through an intervening variable and directly through variables. The approach used in this study is a quantitative method. For each variable, there is an effect of each independent variable on the dependent variable, both indirectly through the intervening variable and directly. Internal and External Environment had an influence of 58.02% on the Partnership Strategy, while on Business Performance the influence was 31.28%. The influence of Internal and External Circumstances on Business Performance through the Partnership Strategy on Food SMIs in Majalengka Regency was 9.55%.

Keywords: Alliances Strategies; Business Performance; External Environment; Internal Environment; Micro Small Industries

Industri Pengolahan Sub Kategori Makanan merupakan industri dengan jumlah Pelaku IKM paling besar di Kabupaten Majalengka, dan pertumbuhannya pun tinggi. Namun, hal ini tidak disertai dengan kinerja dari industri tersebut. Salah satu penyebab terjadinya penurunan jumlah produksi ini adalah karena keterbatasan pelaku industri untuk memasarkan produknya. Terdapat perbedaan dalam penelitian ini dengan penelitian sebelumnya, di mana terdapat pengaruh yang signifikan antara kemitraan dengan kinerja industri. Tujuan penelitian ini adalah untuk mengetahui gambaran Lingkungan Internal dan Eksternal, Strategi Kemitraan dan Kinerja Bisnis pada IKM Makanan, dan pengaruhnya dari masing-masing variabel Lingkungan Internal dan Eksternal terhadap Kinerja Bisnis, baik secara tidak langsung melalui Strategi Kemitraan maupun secara langsung. Penelitian ini menggunakan metode kuantitatif. Pada masing-masing variabel, terdapat pengaruh dari masing-masing variabel independen terhadap variabel dependen, baik secara tidak langsung melalui variabel intervening maupun secara langsung. Lingkungan Internal dan Eksternal memiliki pengaruh sebesar 58,02% terhadap Strategi Kemitraan, sedangkan terhadap Kinerja Bisnis memiliki pengaruh sebesar 31,28%. Sedangkan pengaruh Lingkungan Internal dan Eksternal terhadap Kinerja Bisnis melalui Strategi Kemitraan pada IKM Makanan di Kabupaten Majalengka adalah sebesar 9,55%.

Kata Kunci: Industri Kecil Mikro; Kinerja Bisnis; Lingkungan Eksternal; Lingkungan Internal; Strategi Kemitraan

INTRODUCTION

Small and Micro Industry (SME) in Indonesia currently still dominates in the business world. This includes the province of West Java. SME in West Java is able to absorb the largest number of workers from the total non-agricultural workers, where the agricultural sector is still the largest in absorbing labor and contributing to GRDP in West Java Province. Therefore, the growth of this processing industry, especially SME in West Java, is growing rapidly. This also happen in Majalengka Regency with the agricultural sector as its main source of income. Majalengka Regency had the three largest sector sources in the GDP contributor in 2017, namely the agricultural sector which contributed 20.94%, the trade sector at 17.36% and the manufacturing sector at 17.41%. The manufacturing sector was a sector with significant growth where it grew by 19.69%, while for the agriculture sector the growth was minus 0.16% and tTrade was 4.69%. Where in the absorption of labor, the food industry is able to absorb a workforce of 3,891 workers. This is the 3rd largest industry that is able to absorb labor, after the non-metal mineral goods industry with 7,375 workers and the apparel industry with 4,391 workers.

The processing industry in Majalengka Regency has experienced a significant increase due to several reasons, including the lack of agricultural land used for infrastructure development and large factories. The Food Sub-Category Processing Industry is the industry with the largest number of SME business people in Majalengka Regency, and its growth is high. However, this is not accompanied by the performance of the industry. This is because there is still a mismatch between the partnerships made by SME business people and their productivity levels. This is because 53.26% of industry business people sell through partners, but there is a decrease in the level of productivity. In this case, 61% of SME business people experienced a decrease in the amount of production. According to Mirza (2011), the external and internal environment have an influence on business performance through strategic partnerships and business strategies. Meanwhile, Idris' research (2015) was conducted on the Small Craft Industry in Aceh Province. The results of his research conclude that competitive strategies and partnership strategies have an effect on industrial business performance. However, the results of research conducted by Mirza (2011) and Idris (2015) are different from the conditions that have occurred in the food industry in Majalengka Regency. This is different from the results of previous studies, where there is a significant influence between partnerships and industry performance.

The objectives of this study are as follows: To describe an overview of the Internal and External Environment, Partnership Strategies and Business Performance at Food SMIs in Majalengka Regency, to explain the influence of the Internal and External Environment on the Partnership Strategy both partially and simultaneously at the Food SME in Majalengka Regency, to explain the influence of the Internal and External Environment on Business Performance both partially and simultaneously at Food SME in Majalengka Regency, to explain the effect of the Partnership Strategy on Business Performance at Food SMIs in Majalengka Regency, to explain the influence of the Internal and External Environment on Business Performance through Partnership Strategies both partially and simultaneously at Food SME in Majalengka Regency.

METHODOLOGY

The unit of analysis in this study is the business environment which can be used as a reference in determining business strategies in the small food industry sub-category in Majalengka Regency, while the observation unit is the small industry business people. The scope of observation time in this study is a cross section/one shoot, meaning that data information is collected directly at the scene at a certain time. This research was conducted in 2019. The time for sample collection was carried out for 2 months, from October to December 2019. This study uses two types of data sources, namely primary data and secondary data. For primary data, a survey was conducted by distributing questionnaires to Food SMESME business people in Majalengka Regency. The questionnaire is a data collection technique done by giving a set of questions or written statements to the respondent to be answered and sources of data were observations through interviews with SME business people to strengthen the analysis of the questionnaire results that have been previously distributed. For secondary data, we have data from published documents related to SME Food in Majalengka Regency and relevant previous research results.

The population in this study was the number of SMEs in the food sub-category of small and micro industry in Majalengka Regency, with a total of 678 business business people. The survey was conducted based on a research sample. The samples in this study used simple random sampling technique, using the Slovin formula (Rianse, 2012), namely:

$$n = \frac{N}{1 + Nd^2}$$

Information:

n = number of Samples

N = total population

d = error tolerance in specifying 10% (0.1)

From this formula, the number of samples to be studied is as follows:

$$\begin{aligned} n &= \frac{678}{1 + 678(0.1)^2} \\ n &= \frac{678}{7.78} \\ n &= 87.146 \sim 88 \end{aligned}$$

Based on these calculations, the minimum sample size is 88 samples. The number of samples to be researched was 100 samples.

Table 1.
Characteristics of Respondents Based on Length of Business

LENGTH OF BUSINESS TIME	AMOUNT
Less than 1 year	8
1 – 2 years	28
2 – 5 years	19
5 – 10 years	20
More than 10 years	25
TOTAL	100

Source: Personal Observation

There are two concepts for measuring data quality, namely: validity and reliability. That is, the data is said to be valid if there is a similarity between the data collected and the data that actually exist on the object under study. And the research results are reliable, that is, if there is a similarity of data at different times.

The research design used is descriptive analysis specifically for qualitative variables, and verification analysis is carried out for hypothesis testing using statistical tests. Descriptive method is used to answer the overview of the Internal and External Environment, Partnership Strategies and Business Performance at Food SMIs in Majalengka Regency, while the verification method is to answer the influence of the Internal and External Environment on the Partnership Strategy both partially and simultaneously at the Food SME in Majalengka Regency, the influence of the Internal and External Environment on Business Performance both partially and simultaneously at Food SME in Majalengka Regency, the effect of the Partnership Strategy on Business Performance at Food SMIs in Majalengka Regency, the influence of the Internal and External Environment on Business Performance through Partnership Strategies both partially and simultaneously at Food SME in Majalengka Regency.

In the verification analysis quantitative analysis with a statistical approach was used, namely the one-sample average test (hypothesis 1) and the Partial Least Square (PLS) equation model. Within the framework of thinking, a model with several latent variables are obtained. Furthermore, on the basis of this theoretical model, a path diagram can be developed as shown in the following figure.

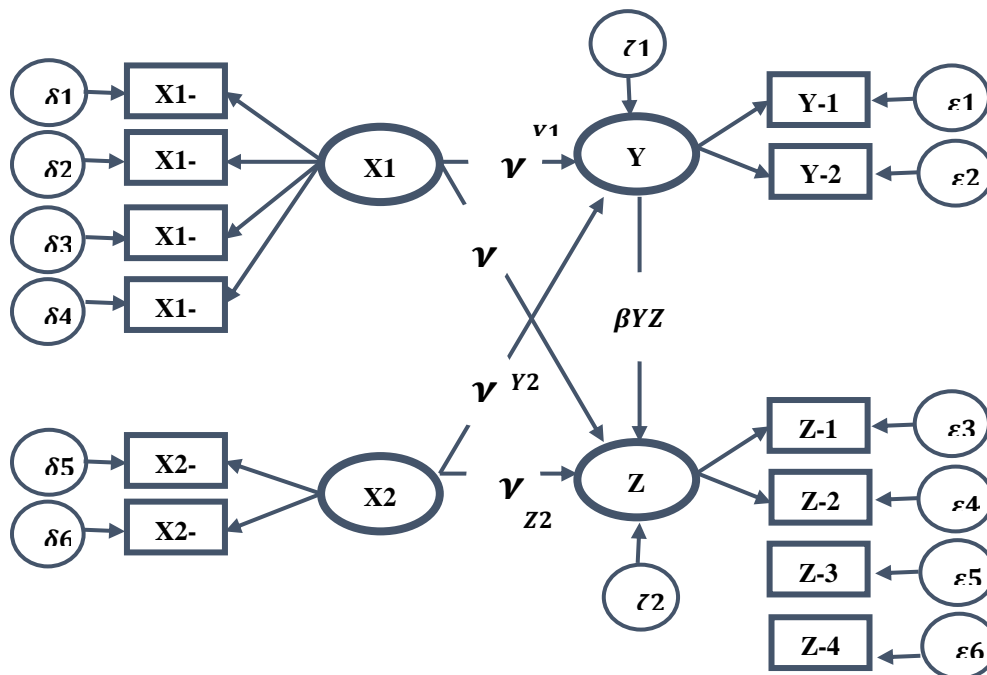


Figure 1.
Structural Equation Model Path Diagram for Research

RESULT AND DISCUSSION

Testing the results of the structural equation modeling with the PLS approach is carried out by looking at the results of the measurement model (outer model) and the results of the structural model (inner model) of the model under study.

1. Testing the Measurement Model (Outer Model)

There are three values that must be considered at this stage, namely the value of convergent validity, discriminant validity, and composite reliability.

Convergent validity is used to determine instrument items that can be used as indicators of all latent variables. The test results are measured based on the value of the loading factor (outer loading) of the construct indicator. Convergent Validity will be fulfilled if the Loading Factor value of each indicator is > 0.7 . Based on the data, it is known that all indicators have a factor loading value > 0.7 . This shows that all indicators in this study meet the convergent validity and can be continued in further testing.

After testing convergent validity, testing the next outer model that needs to be done is discriminant validity. The results of discriminant validity testing are presented in the following table.

Table 2.
Discriminant Validity Test Results

Variabel	Ave
Internal environment (x1)	0.8441
External environment (x2)	0.8037
Partnership strategy (y)	0.8365
Business performance (z)	0.8172

Source: Author Processed Primary Data, 2019

The test in Table 2 explains that the AVE value in the research variable has a value above 0.5, so that this measurement can be concluded that it meets the requirements for measuring discriminant validity and can be continued in further testing. To determine the reliability of each of the constructs of this study, testing was carried out by looking at the Composite Reliability and Cronbach's Alpha values of each construct. To be able to meet good reliability, the composite reliability value must be greater than 0.7, while the Cronbach alpha value must be greater than 0.6. The results of composite reliability in Table 3 are as follows:

Table 3.
Composite Reliability Test Results

Variabel	Composite realibility	Cronbachs alpha	Remark
Internal environment (x1)	0.9856	0.9870	Reliable
External environment (x2)	0.9822	0.9839	Reliable
Partnership strategy (y)	0.9821	0.9840	Reliable
Business performance (z)	0.9238	0.9468	Reliable

Source: Author Processed Primary Data, 2019

Based on Table 3, it can be explained that the results of testing composite reliability show good results because all latent variables are reliable because they have a composite reliability value greater than 0.7. This shows that all indicators are used to measure their respective constructs. Then from table 4.8 it can be seen that all latent variables have a Cronbach's alpha value above 0.7 so that it is concluded that this study has met reliability.

2. Measurement of the Structural Model (Inner Model)

Inner Model is a test on the structural model that is conducted to test the relationship between latent constructs. In this study, the inner model testing was carried out by showing the value of R² in the endogenous latent construct. Furthermore, the structural model in the inner model was tested using the predictive - relevance value (Q²).

The value of R² can be used to measure the degree of variation in changes in the independent variable on the dependent variable. The higher the R² value means the better the prediction model of the proposed research model. The value of R² is obtained from the sum of the influence of the independent variable on the dependent variable, either directly or indirectly. The following is a detailed table for the coefficient of determination.

Table 4.
Value of Determination Coefficient (R2 Test)

Construct	Value R ²
Business performance (z)	0.972
Partnership strategy (y)	0.979

Source: Author Processed Primary Data, 2019

Based on Table 4, the R-Square coefficient of determination shows that Business Performance is influenced by the Internal Environment, External Environment, and Partnership Strategy by 97.2%; the remaining 2.9% is influenced by other business people not in the model. The R-Square value of the Partnership Strategy is 97.2%, meaning that the Partnership Strategy is a very strong mediating variable because it is influenced by exogenous variables, namely the Internal Environment and the External Environment; the remaining 2.8% is influenced by other business people outside the model.

To see the percentage effect of each exogenous latent variable on endogenous variables, the following presents the partial and simultaneous determination coefficient (R2) that is the product of the structural path coefficient with the correlation with the endogenous latent variable.

Table 5.
Partial Determination Coefficient Analysis

Variabel	Path coefficient	Correlation	Influence (%)
Internal environment (x1) -> business performance (z)	0.281	0.281	7.91%
Internal environment (x1) -> partnership strategy (y)	0.288	0.288	8.27%
External environment (x2) -> business performance (z)	0.483	0.483	23.37%
External environment (x2) -> partnership strategy (y)	0.705	0.705	49.75%
Partnership strategy (y) -> business performance (z)	0.226	0.226	5.12%
TOTAL OF INFLUENCE (%)			89.29%

Source: Author Processed Primary Data, 2019

The explanation for table 5 is as follows:

1. Internal Environment contributes 7.91% influence on Business Performance.
2. External Environment contributes 23.37% to the Business Performance.
3. Internal Environment contributes 8.27% influence on Partnership Strategy.
4. External Environment contributed 49.75% to the Partnership Strategy.
5. Partnership Strategy contributes 5.12% influence on Business Performance.

Meanwhile, to see the percentage of influence of each exogenous latent variable on the endogenous variable simultaneously (R2), it can be seen in Table 6.

Table 6.
Simultaneous Determination Coefficient Analysis

Variabel	Path coefficient	Correlation	Influence (%)
Internal environment (x1) + external environment (x2) -> business performance (z)	0.764	0.764	31.28%
Internal environment (x1) + external environment (x2) -> partnership strategy (y)	0.993	0.993	58.02%

Source: Author Processed Primary Data, 2019

The explanation for table 6 is as follows:

1. Internal and External Environments contribute 31.28% to the Business Performance.
2. Internal and External Environments contribute 58.02% to the Partnership Strategy.

CONCLUSIONS AND SUGGESTIONS

The inner model analysis effectively demonstrates the strong influence of both Internal and External Environments on Business Performance, mediated primarily through Partnership Strategy. The R-squared values consistently indicate a high degree of explained variance, suggesting that the model provides a robust explanation for the relationships between these constructs. Partnership Strategy emerges as a critical mediator, significantly contributing to Business Performance. Also, Internal and External Environments are both essential drivers of both Business Performance and Partnership Strategy. To enhance the model's explanatory and predictive power, future research should delve deeper into the residual variance by identifying unaccounted-for factors influencing Business Performance and Partnership Strategy. Incorporating a temporal dimension would capture the dynamic nature of these relationships over time. Additionally, examining the impact of contextual factors, such as industry, location, and company size, can uncover potential moderators or mediators. While the current model establishes associations, experimental or quasi-experimental designs are necessary to infer causality. Ultimately, translating these findings into actionable recommendations for businesses, such as strategies for internal improvement, external adaptation, and partnership development, can bridge the gap between research and practice.

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