Increasing Competitiveness in Small and Medium Industries

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A r t i c l e

A b s t r a c t

This study aims to examine the influence of variables of Entrepreneurial Orientation, Marketing Performance, and ICT Capabilities on Competitive Advantage and how to increase competitiveness at the Cibaduyut Shoe Industry Center. The research methods used are qualitative and quantitative methods. Data analysis techniques and research model testing use Structural Equation Modeling-Partial Least Square (SEM-PLS). The results show there are a significant influence between Entrepreneurial Orientation and Competitive Advantage, an insignificant influence between Marketing Performance and Competitive Advantage, and a significant influence between ICT Capabilities and Competitive Advantage. Increasing the competitiveness at Cibaduyut Shoe Industry Center can be done by improving factors that are categorized as weak by providing solutions intended for MSME players at the Cibaduyut Shoe Industry Center or the Bandung City Trade and Industry Office so that synergy emerges to create MSMEs that have competitiveness.

Keywords: Structural Equation Modeling-Partial Least Square (SEM-PLS); Competitiveness; Cibaduyut Shoe Industry Center

Introduction

Industry is a sector that is widely developed by the government since it can improve the economy. For now, even small industries can develop and contribute to the improvement of the country and regional economies. However, the important role of small industries has not been evenly distributed so that the competitiveness of the actors is categorized as weak (Bahari & Bestari, 2019). Bandung is one of the cities whose industrial sector is developing, but until 2017, according to the business field, the Gross Regional Domestic Product Growth Rate (GRDP) of the Bandung City processing industry has not stepped on 5% (BPS Kota Bandung, 2018) so that it has become a sector that the Bandung City government pays attention to.

By seeing the potential of the industrial center in the city of Bandung, the researchers chose the Cibaduyut Shoe Industry Center as the object of this research. The Cibaduyut Shoe Industry Center is one of the industries that established in 1920. The products produced are footwear, both sandals and shoes from leather materials. Over time, in running their business, cibaduyut shoe industry players have experienced many ups and downs; and the most important thing to be noted is their weak

competitiveness. Currently, the factor that affects the weak competitiveness of the Cibaduyut Shoe Industry Center is because the majority or people prefer shoes with well-known brands from abroad (Putra & Ghina, 2016).

Another problem that weakens the competitiveness is the perception or thinking of MSME actors who are always satisfied with what is being done and owned today, so that there is a lack of thinking to grow their business. According to Porter (1994), one of the ways to increase Competitive Advantage or have competitiveness is by considering technology, entrepreneurial spirit, and widespread and aggressive promotion. This is corroborated by research variables that refer to Porter's theory above, namely Entrepreneurship Orientation that has a positive effect on Competitive Advantage (H1), Marketing Performance that has a positive effect on Competitive Advantage (H2) (Supranoto, 2009), and Information and Communication Technology (ICT) capabilities that have brought real improvements in reducing production costs and increasing profits, thus ICT capabilities have a positive effect on Competitive Advantage (H3) (Zultaqawa et al., 2019). Based on that, the objectives in this study are as follows: 1) Knowing the influence of Entrepreneurial Orientation, Marketing Performance, and ICT capabilities on competitive advantage, and 2) Increasing the competitiveness of MSME business actors in Cibaduyut Shoe Center, Bandung City.

Entrepreneurial Orientation is a phenomenon of companies that reflect their managerial abilities, as companies start to take initiatives and change their competitive actions so that they can benefit the business they are currently running (Avlonitis & Salavou, 2007). Meanwhile, according to Rauch et al., (2009), Entrepreneurial Orientation can be seen as the process of creating a level of corporate strategy that uses companies to pursue business creation, maintain their vision, and create a competitive advantage. Entrepreneurial Orientation in this research becomes a free variable (X1) and has research indicators that include innovation, proactiveness, risk-taking, business experience, business anticipatory, and competitive aggressiveness (Lumpkin & Dess, 1996).

Marketing Performance is one of the factors that are often used to measure the impact of strategies used or executed by companies (Ferdinand, 2002). According to O'Sullivan (2007), measuring Marketing Performance must be considered by top management relating to financial results, competitive markets, consumer behavior, consumer attitudes, as well as direct customers intended as a means of improving Marketing Performance in what the company is currently doing. Marketing Performance in research becomes a free variable (X2) and has research indicators that include sales turnover, marketing territory, return on sales, and increase in sales (Ferdinand, 2002).

According to Jamal (2011:99), Information and Communication Technology (ICT) can be interpreted as all technologies related to the retrieval, collection, storage, and presentation of information. According to Zhang et al., (2008), the ability of information technology is the ability of companies to mobilize and disseminate their resources based on information technology that is collaborated or combined with other resources and abilities. ICT capabilities in this study become free variables (X3) and have research indicators that include access, management, integration, evaluation, and creation (Sutisnawati, 2012).

According to Porter (1990:20), Competitive Advantage is at the heart of Marketing Performance to face competition. According to Hoffman (2000), the forerunner of the development of the concept of competitive advantage is the specialization of the company to find variations in terms of buyer demand. The competitive advantage in this study is a dependent variable (Y), and has indicators such as uniqueness, rarely found, not easy to imitate, not easy to replace, and competitive prices (Supranoto, 2009).

Thus, the variable manifest above is built on a general model for multiple linear regression with the following equation:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 \ldots\ldots\ldots\ldots(I)$$

Where:

Y	= Competitive Advantage
X1	= Entrepreneurial Orientation
X2	= Marketing Performance
X3	= ICT Capabilities
a	= Constant
b_1, b_2, b_3, b_4	= Regression Coefficient

Competitiveness according to Sumihardjo (2008:8) is the power to try to excel in certain things that a person, group or institution does. It can be concluded that competitiveness is the ability of a business to be able to compete with other businesses by relying on the strengths possessed by the company and adjusting its intended market share. Competitiveness Analysis according to Porter (1990:21) can be done by paying attention to several components, namely factor condition, demand

condition, related and supporting industries, as well as firm strategy, structure, and rivalry. In addition, there is a supporting component related to four main components, namely the role of government and the role of opportunity. The four main factors and the two supporting factors are interconnected and interact with each other. The results of the analysis of the determinant components of competitiveness can specify the components of the advantages and disadvantages of industrial competitiveness. The following picture of competitiveness analysis through the main and supporting components can be seen in Figure 1.
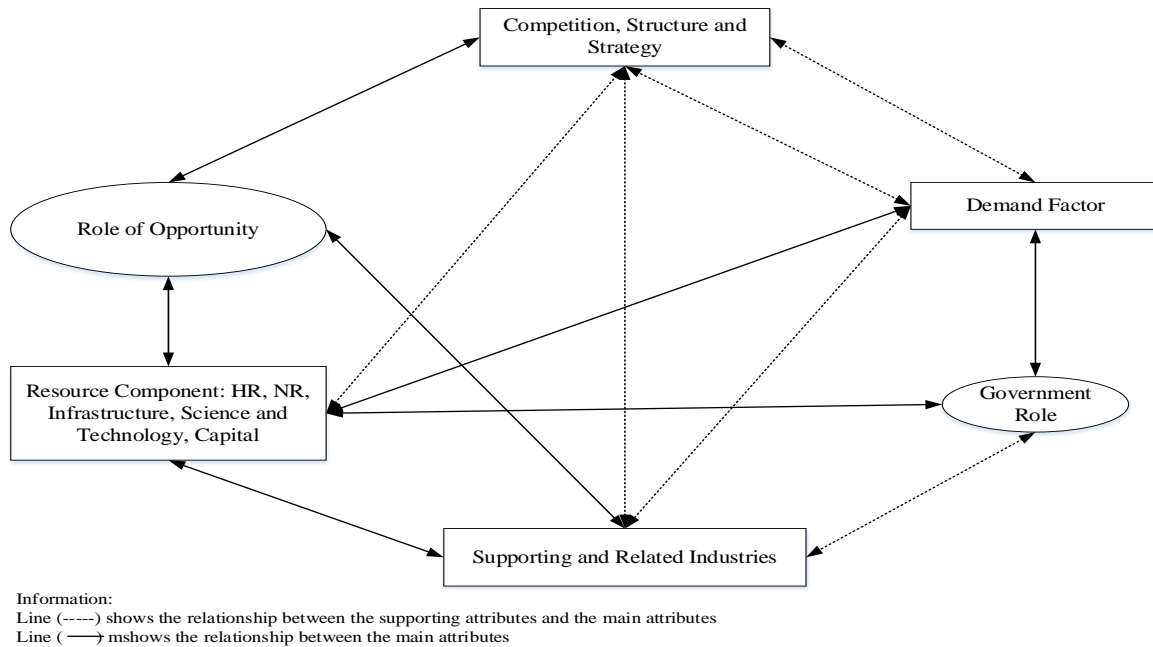

Information:
Line (-----) shows the relationship between the supporting attributes and the main attributes
Line (⟶) mshows the relationship between the main attributes

Figure 1. Diagram of Porter Diamond Theory of Component
Source: Porter (1990:21)

Research Method

This research uses quantitative research methods through the distribution of questionnaires. The following are the steps in the research stage:

(1) Preliminary studies, carried out to obtain preliminary information about the object under study, namely the Cibaduyut Shoe Center, conditions, and problems faced by the company. Preliminary studies carried out include field studies and literature studies; (2) Problem Formulation and research objectives are made based on problems exist in the Cibaduyut Shoe Center when conducting field studies. While the purpose of this study is to explain objectives to be achieved based on problem formulation; (3) Data collection techniques are conducted by distributing questionnaires. The goal is that the research carried out is objective. The dissemination of the questionnaire is carried out by taking a sample of a certain planned population. The next step, the results obtained from the distribution of the questionnaire are tested so that the collected data is relevant. Data collection is carried out to support research at the Cibaduyut Shoe Center, and also as information that will be used in data processing. The data used is the names of MSMEs of The Cibaduyut Shoe Center registered in the Bandung City Trade and Industry Office (Disdagin), and data on MSME actors of the Cibaduyut Shoe Center of 517 business units. The first stages of data collection and processing are making questionnaires and disseminating pretest questionnaires; (4) Data processing techniques, discussing and calculating the validity and reliability tests of the variables and indicators used for subsequent analysis using the Structural Equation Modeling - Partial Least Square (SEM-PLS) method with SmartPLS 3.0 software. Data processing includes determination of sample number & distribution of questionnaires for the actual sample determination stage by using the Slovin formula. The distribution of this questionnaire is carried out on a predetermined sample in order to be able to represent the number of existing populations so that it can run effectively and efficiently. Structural Equation Modeling - Partial Least Square (SEM-PLS), Structural Equation Modeling (SEM) is a multivariate analysis method that can be used to describe the simultaneous interrelationship of linear relationships between observation variables (indicators) and variables that cannot be measured

directly (latent variables). Latent variables are directly unobserved or unmeasured variables, but must be measured through several indicators. Hypothesis Test, to test the significance of the above partial hypothesis using t test statistics; (5) Analysis, the analysis described includes the results issued by the Smart PLS 3.0 software with data obtained from questionnaires that have been distributed. From each analysis carried out, it will answer the level of truth of the problem to be solved. This analysis will be a reference for recommending appropriate improvements; (6) Improvement Recommendations, after conducting an analysis, feasible and suitable improvements for increasing competitiveness at the Cibaduyut Shoe Center are recommended based on the results of calculations and processing of Smart PLS 3.0 software, and these recommendations become a reference to draw conclusions and suggestions.

Results and Discussion

Variable Validity and Reliability Test Result (X_1, X_2, X_3, and Y)

This validity and reliability test is carried out on the free variables X1, X2, X3 and variable Y. For the r count validity test > r table (0.361), while the reliability test according to Sekaran (2003) is measured using the value of Cronbach's Alpha, the reliability value of less than 0.60 is less good, 0.70 is acceptable, and above 0.80 is good. The following results of the validity and reliability tests can be seen in Tables 1 and 2.

Table 1
Variable Validity Test Results

Variable	Dimension	No. Item	R count	Validity R table	Information
Entrepreneurial Orientation (X_1)	Innovativeness	1	0,6	0,361	Valid
	Proactiveness	2	0,819	0,361	Valid
	Risk Taking	3	0,738	0,361	Valid
	Business Experience	4	0,624	0,361	Valid
	Anticipatory	5	0,899	0,361	Valid
	Competitive Aggressiveness	6	0,86	0,361	Valid
Marketing Performance (X_2)	Sales Turnover	7	0,873	0,361	Valid
	Marketing Territories	8	0,882	0,361	Valid
	Sales Return	9	0,884	0,361	Valid
	Increased Sales	10	0,871	0,361	Valid
ICT Capabilities (X_3)	Access	11	0,665	0,361	Valid
	Manage	12	0,762	0,361	Valid
	Integrate	13	0,723	0,361	Valid
	Evaluate	14	0,816	0,361	Valid
	Create	15	0,703	0,361	Valid
Competitive Advantage (Y)	Uniqueness	16	0,633	0,361	Valid
	Rarely Found	17	0,811	0,361	Valid
	Not Easy to Imitate	18	0,749	0,361	Valid
	Not Easy to Replace	19	0,746	0,361	Valid
	Competitive Price	20	0,798	0,361	Valid

Source: Data processed (2020)

Table 2
Variable Reliability Test Results

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Entrepreneurial Orientation (X_1)	0,896	6
Marketing Performance (X_2)	0,942	4
ICT capabilities (X_3)	0,844	5
Competitive Advantage (Y)	0,916	5

Source: Data processed (2020)

All dimensions and statement items are above the r table value (0.361) and are declared valid, as well as the reliability value is above 0.7 and is declared reliable.

Structural Equation Modeling-Partial Least Square (SEM-PLS): Outer Model

According to Sholiha (2015), an indicator will be considered reliable if it has a correlation value above 0.70 (>0.70). However, in the development stage research, the loading factor value of 0.40 to 0.60 is still acceptable. Here is Figure 2 and Table 3 for a recapitulation of the loading factor values of each indicator from each variable used in this study.
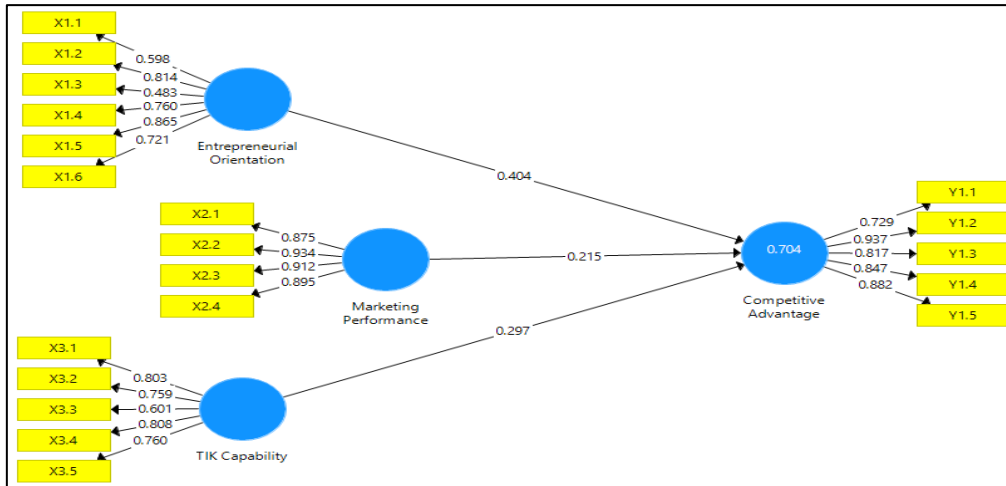

Figure 2. Loading Factor Value
Source: Data processed (2020)

Table 3
Recapitulation of Loading Factor Values

Entrepreneurial Orientation Indicators (X_1)		Marketing Performance Indicators (X_2)		ICT Capability Indicator (X_3)		Competitive Advantage Indicator (Y)	
X1.1	0,598	X2.1	0,875	X3.1	0,803	Y1.1	0,729
X1.2	0,814	X2.2	0,934	X3.2	0,759	Y1.2	0,937
X1.3	0,483	X2.3	0,912	X3.3	0,601	Y1.3	0,817
X1.4	0,760	X2.4	0,895	X3.4	0,808	Y1.4	0,847
X1.5	0,865			X3.5	0,760	Y1.5	0,882
X1.6	0,721						

Source: Data processed (2020)

The results in Table 3 show that the indicators are entirely above the value of 0.4. In the measurement model, there are three criteria for PLS data analysis through Average Variance Extracted (AVE), Cronbach Alpha, and Composite Reliability (Ghozali, 2008).

Table 4
Measurement Model Analysis Criteria

Variable	Cronbach's Alpha	R ho_A	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Orientation (X_1)	0,810	0,852	0,861	0,517
Marketing Performance (X_2)	0,926	0,928	0,947	0,818
ICT Capabilities (X_3)	0,806	0,838	0,864	0,562
Competitive Advantage (Y)	0,898	0,905	0,926	0,714

Source: Data processed (2020)

Based on Table 4, all variables have met the values for validity and reliability tests, namely cronbach's alpha > 0.6, AVE value > 0.5, and composite reliability > 0.7. Thus, it can proceed to the analysis of the inner model.

Inner Model

Inner model analysis of structural analysis of the model is carried out to ensure that the structural model is built robust and accurate. Evaluation of the inner model can be seen from several indicators which include coefficient of determination (R2), Predictive Relevance (Q2), and Goodness of Fit Index (GoF). The value of the coefficient of determination (R2) is obtained from the value of R-Square of 0.74; according to Chin (1998), the value of R-Square > 0.67 is categorized as strong. The Predictive Relevance value (Q2) of 0.495 is obtained and is stated to have a large predictive capability because it is above 0.35 (Chin, 1998). A GoF value of 0.572, it means that the GoF value is categorized as large because it is above 0.35 (Tenenhaus et al., 2005), thus the model formed is acceptable for Hypothesis testing.

Hypothesis Test

Hypothesis testing in SEM SmartPLS 3.0 is carried out by bootstrapping process and measured by P-Values < value from the level of significance (5%), then the hypothesis is significant.
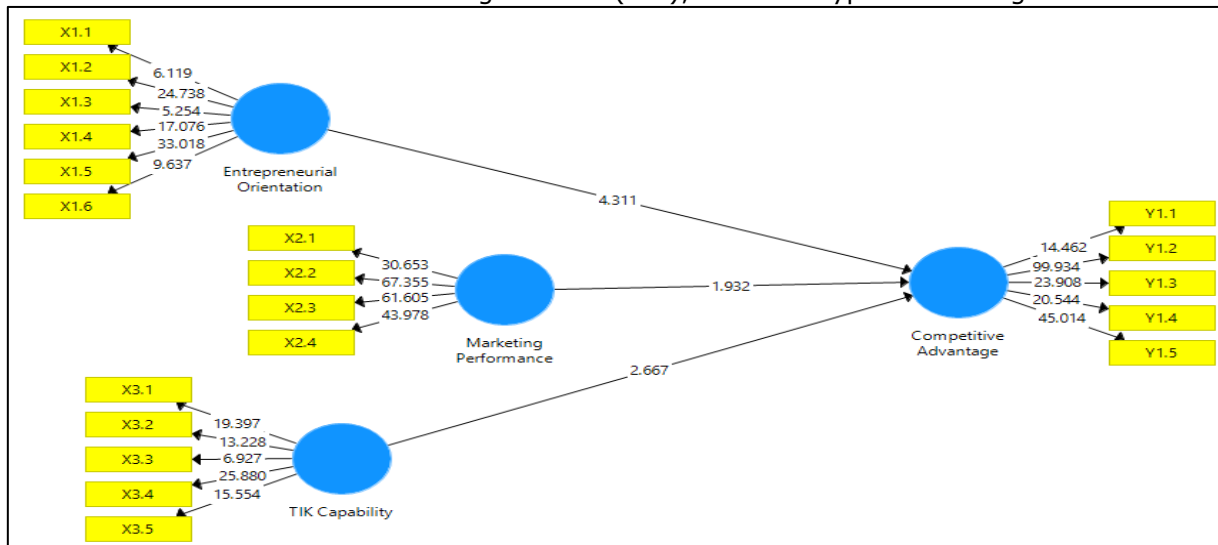

Figure 3. Results of Bootstrapping Research Models
Source: Data processed (2020)

The next step is to analyze the path coefficient of each free variable against the dependent variable, which can be seen in Table 5.

Table 5
Path Coefficient

	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P-Values
H_1	Entrepreneurial Orientation (X_1) -> Competitive Advantage (Y)	0,404	0,408	0,094	4,311	0
H_2	Marketing Performance (X_2) -> Competitive Advantage (Y)	0,215	0,203	0,111	1,932	0,053
H_3	ICT Capabilities (X_3) -> Competitive Advantage (Y)	0,297	0,308	0,111	2,667	0,008

Source: Data processed (2020)

Based on Table 5, results were obtained that hypothesis H1 and hypothesis H3 have values below the significance level of 5%, so that the hypothesis has a positive and significant influence on dependent variables; while for H2, it only has a positive and insignificant influence because the p-value is above 5%, which is 5.3%.

Multiple Linear Regression Analysis

The results of data processing using SPSS software for multiple regression are presented in Table 6.

Table 6
Multiple Linear Regression Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,087	1,135		1,840	,069
	X1	,404	,088	,534	4,614	,000
	X2	-,051	,098	-,058	-,516	,607
	X3	,434	,091	,441	4,780	,000

Source: Data processed (2020)

Based on the calculation results in the table above, the form of multiple linear regression equations is obtained as follows:

Y = 2.087 + 0.404 − 0.051 + 0.434

The value of the regression coefficient describes if the free variables are estimated to be constant or equal to zero, then the value of the bound variable is 2.087. The sign of the regression coefficient of a free variable indicates the direction of the relationship of the variable concerned with Competitive Advantage.

Competitiveness Analysis

This analysis refers to Porter's Diamond theory in which there are four main components, namely factor conditions which include HR, capital, natural or physical, science and technology, and infrastructure analysis. Next is the analysis of demand factors, the analysis of related and supporting industry factors, and the two supporting components, namely the analysis of government role factors and the analysis of opportunity factors. This competitiveness analysis refers to descriptive data from this study through surveys and interviews outside the distribution of questionnaires to respondents, namely MSME actors at the Cibaduyut Shoe Industry Center. The result of competitiveness analysis is explained through Figure 4 below.
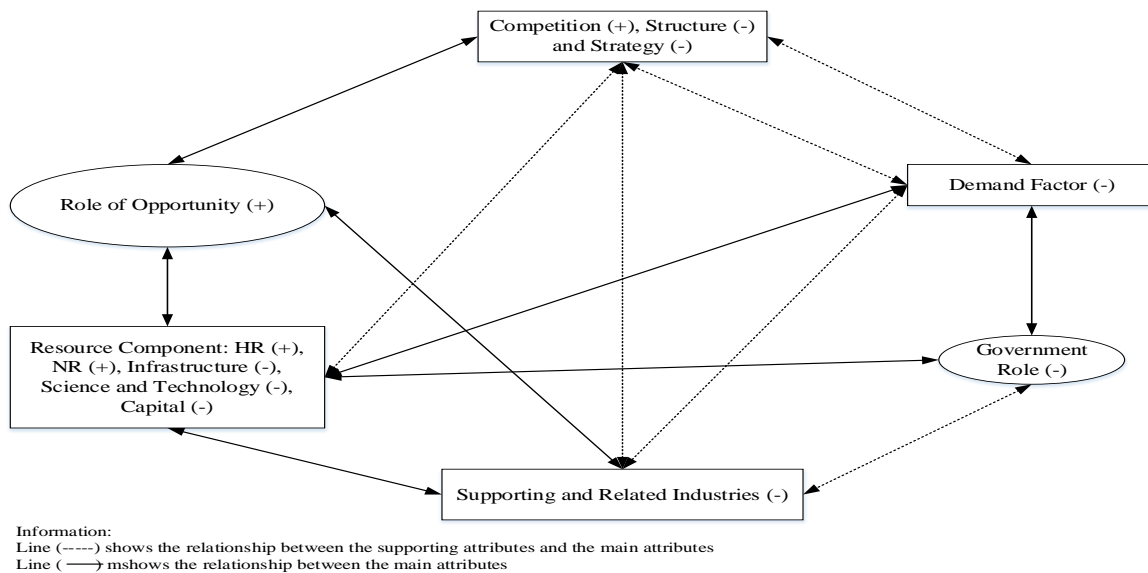

Information:
Line (-----) shows the relationship between the supporting attributes and the main attributes
Line (⟶) mshows the relationship between the main attributes

Figure 4. Results of Competitiveness Analysis at the Cibaduyut Shoe Industry Center

From the results of the competitiveness analysis at the Cibaduyut Shoe Industry Center, there are many factors that need to be improved. Starting from the condition factor, especially the condition of human resources at the Cibaduyut Shoe Industry Center that can be said to be strong because there are so many craftsmen who are reliable in making shoe products but yet they need to improve their skills. The condition of natural resources is emphasized on accessibility for the needs; the results in the field show that MSME actors at the Cibaduyut Shoe Industry Center do not experience

difficulties in finding raw materials for their production because they are available in the Cibaduyut area itself. Infrastructure conditions are still weak due to the lack of use or because provision of automatic machines does not affect the quality of the products produced. The condition of science and technology being emphasized is how to solve problems of lacking the knowledge and understanding of MSME actors about their own market and the marketing system used on average is still conventional, and there are still many who have not been able to market their products using social media or follow trends in the industrial era 4.0 so that it affects their sales turnover. The condition of the capital owned is still very minimal and categorized as weak because the reality in the field indicates that it is still adding capital injections for the management sector, either for purchasing raw materials, production process to paying the wages of workers.

For the competitiveness analysis, the average demand factor is categorized as weak because many consumers are more interested in foreign brands with better quality causing the demand for shoe production to MSME players at the Cibaduyut Shoe Industrial Center to decrease. For the analysis of competitiveness, the company's strategy factor is weak because MSME actor at the Cibaduyut Shoe Industry Center still implement a make to order system and rarely use pick-up the ball system to attract consumers, thus it affects the understanding of the marketing concept carried out and lead to the result that the average turnover obtained has not increased much. For the average structure factor, the MSME players of Cibaduyut Shoe Industry Center do not understand the structure, so they only rely on and focus on their respective tasks; they have no organizational structure so that they are categorized as weak. For the analysis of competition factors in Cibaduyut Shoe Industry Center, it can be said to be strong because there are so many MSME actors there, not to mention competition from shoe brands entering Indonesia that affects the aggressiveness of competition.

For the analysis of Related and Supporting Industry Factors, it still weak due to the lack of related and supporting industries that can help increase the efficiency and synergy; It is why MSME actors still run their businesses individually instead of working together (collaboration). The goal in question is the need for related and supporting industries to create transaction technology, information, and to add the expertise and skills of MSME actors. The role of related and supporting industries here is as the bridge that help the Bandung City government to create and increase productivity that affects competitiveness at the Cibaduyut Shoe Industry Center.

For the analysis of competitiveness, the government's role in the field according to MSME actors it still minimal/weak due to the lack of capital provision and programs that support competitiveness improvement such as seminars or training, especially seminars that can boost the spirit of entrepreneurship or aggressiveness of MSMEs at the Cibaduyut Shoe Industry Center; also the lack of training that supports existing HR skills, for example the use of automatic machines, training on the use of electronic media for better marketing.

For the analysis of the opportunity factor, it can be said to be strong as the results of the interview shown that there are still trust from consumers who use Cibaduyut products and distributor who loyally order shoe products in large quantities. It is also because there are many MSME actors who use the method of picking up the ball and branding using social media, even though it is not comprehensive. Another hope to maintain the Cibaduyut shoe MSME actors is based on the situation and conditions, namely that MSME actors must be able to get out of their comfort zone and have the courage to make risky decisions in order to add experience and find the latest ways to increase competitiveness.

Conclusions

Based on the results of research and discussion, it can be concluded that H1: there is a significant influence of Entrepreneurship Orientation on Competitive Advantage (accepted); H2: there is an insignificant influence of Marketing Performance on Competitive Advantage (rejected); and H3: there is a significant influence of ICT Capabilities on Competitive Advantage (accepted).

Meanwhile, to increase the competitiveness of the MSMEs of Cibaduyut Shoe Industry Center, there are should be improvements on weak factors by providing solutions intended for MSME players at the Cibaduyut Shoe Industry Center or the Bandung City Trade and Industry Office so that synergy arises between them to create MSMEs that have competitiveness.

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