

The Effect of Management Capability on the Performance of *Sasirangan* Small and Medium Industry (SME) in South Kalimantan Province

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Abstract

The economic crisis that occurred in Indonesia since some time ago, whereas many large-scale businesses get stagnated and even its activity stopped. The Small and Medium Industry (SME) sector proved to be more resilient in facing the crisis. Given the experience that Indonesia has faced during the crisis, it is not excessive if private sector development is focused on SME. SME is placed in a factual position because SME is considered to accomplish the necessity to diversify national economy in order to protect it against economic fluctuation and crescents. Management capability is very significant in small, medium and large industries, where each requires management activities to coordinate the skills or the workers' skills and the resources coordination owned by the company. The purpose of this study is to examine and explain the effect of management capability on the performance of *Sasirangan* Small and Medium Industry (SME) in South Kalimantan Province. The method used is a quantitative approach (positivism), because the obtained data from the survey results are in the form of numbers or digits which then analyzed using statistics to answer questions and test the research hypothesis. The result of the research shows that management capability has a significant direct positive effect on SME performance. *GeSCA* results obtained by path coefficient of 0.029* and CR = 4.28* (significant) are positive. This result indicates that management capability owned by SME *Sasirangan* owner can improve SME performance.

Keyword: Management, Small and Medium Industry (SME)

INTRODUCTION

Small and Medium Industry (SME) is a type of industry that can survive in the economic crisis periods, Small Industry M is a hope for developing country (*NSB*) to improve its economic condition [1]. The development of the Small and Medium Industry is recognized to be very significant in many countries, both developing and growing countries because SME plays a significant role in economic development. Small and Medium Industries are widely used as an instrument for economic growth, because SME has the capacity to achieve economic growth and gives so many opportunities and employment. Small Medium Industry is believed to be the main pillar of national economic development and simultaneously to build economic democracy; therefore SME should be given the opportunity, encouragement and support as a form of partiality toward publics' economy. SME is placed in a factual position because SME is considered to accomplish the necessity to diversify national economy in order to protect it against economic fluctuation and crescents. The Small Medium Industry is also considered to be able to adapt quickly to fluctuating economic circumstances (Kaballu and Kameo, 2001). The SMEs development in facing regional and global

markets should be based on a firm and continuous effort to make SMEs as a tough business, SMEs role cannot be underestimated because SME is the determining factor in most of the world economy [2]. In many countries, the role of SME dominates the existing business units, much larger compared to the large scale business units. According to Price (2004) SME has created two-thirds to three quarters of new jobs in the US economy and SME also contributed for 51 percent of private-sector Gross Domestic Product and accounts for 47 percent of business sales. According to Gurbuz and Aykol (2009) that small entrepreneurship-oriented companies will implement appropriate strategies and management in their business activities, thus achieving better performance capabilities in facing competitive rivalry. Management skills are essential in small, medium and large industries, where each requires management activities to coordinate the workers' capabilities or skills and resources coordination owned by the company [3].

The development of SMEs in Indonesia continues to increase significantly, including SMEs in the province of South Kalimantan, especially the *Sasirangan* industry. The growth of *Sasirangan* SME in South Kalimantan shows a positive trend, in line with the increasing number of *Sasirangan* SME is

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acknowledged as a cultural heritage of South Kalimantan by the central industrial department in 1986 through the P2W-IK project (Improvement of the Role of Women Small Industry) UNDP. The current existence of SMEs continues to receive solemn attention from the local government as a competitive advantage owned by South Kalimantan Province; on the other hand *Sasirangan* also has contributed a multiplier effect for both on the Small and Medium Industry itself or at the company level. To support this creative industry sector, the local government has declared *Sasirangan* as South Kalimantan's official attire through the governor regulation number 91 of 2009 and with the existence of the regulation, the government and private institutions require their employees to wear *Sasirangan* on certain days or events as a form of pride and awareness to maintain and develop *Sasirangan* as regional pride. This is a respectable opportunity for *Sasirangan* SME owners to continuously strive in improving their quality's productions and the creation of *Sasirangan* motifs innovation in accordance with the distinctiveness of their respective regions in Indonesia.

The value of SME production in South Kalimantan in 2016 tends to increase over the past year. The number of units of *Sasirangan* SME in three cities / districts as many as 86 and the largest number is the city of Banjarmasin which is 48 units SME, the second largest is Martapura with 29 units SME and the next sequence is Banjarbaru with 9 units of SME. Various factors can affect the size of a business production value, among which is the ability of management in following environmental changes. *Sasirangan* Small and Medium Enterprises in South Kalimantan has the same problems with the common problems faced by SME in Indonesia, among others concerning the design of monotonous or less creative products, as well as in terms of raw materials and dyes are still not much variation. The lack of creativity and product stagnation is caused by several factors, including the lack of knowledge about the design and the fear of loss when creating new creations, as well as the limited skilled manpower in the dyeing section.

The growth of SME requires good performance from the entrepreneurs, in order to make this industry dynamic in facing business environment. Stainhoff and Burgess (1993) explain that some of the characteristics required to become successful entrepreneurs are: having clear vision and business goals, willing to risk time and money, working with planning and organizing, hard work in accordance with the level of urgency, developing relationships with customers, suppliers, workers and so on, are responsible for success and failure.

The leader's role or the company's owner to understand and execute the functions of management becomes the main thing to achieve the success of a business. States that during the growth phase of a leader / manager requires skill management to develop the business [4]. The management capabilities possessed by an entrepreneur are used to manage the company in terms of marketing, production, finance and human resources. The ability of the business includes the ability to make plans, determine priorities or strategies and accurate strategies [5]. Individual's business ability level related to their way in formulating the company's functional policy to determine the strategic actions to be taken [6]. The key to management is how the decision-making is done precisely with the various calculations and thinking, it is clear that solid management is the key to success [7]. However, Small Medium Industries sometimes face difficulties to develop the required management skills to survive in complex environments.

As a result of empirical studies, most SME owners do not have management skills, due to the low educational background. Most SME owners have no higher education background, but they only have self-experience as well as parents inheritance [8]. In general, planning in running a business is only done for the short term and the majority of businesses are run only to meet the needs of daily living financing by the owner or his workers. Some empirical studies have found that management capabilities have a significant effect on business performance in small industries and manufacturing [9];[7];[10];[11]. Management capability will be able to improve the performance of small businesses and manufacturing, if supported with a variety of good knowledge [9]. Express a different opinion that the ability of management directly has no significant effect on business performance [12].

METHOD

The approach used in this research is a quantitative approach (positivism), because the data obtained from the survey results in the form of numbers or digits which are then analyzed using statistics to answer questions and test the research hypothesis. The results of statistical tests are used to explain the position of the variables studied, and predict the relationship of one variable with other variables [13].

The populations in this research are 86 owners of *Sasirangan* Small and Medium Industry in three cities / regencies of South Kalimantan Province, and also as sample in this research

(survey). According to Law no. 20 Year 2008, Small Industry is a stand-alone productive enterprise, conducted by individual or business entity which is neither a subsidiary nor a branch of a company which owned, controlled, or become part of either directly or indirectly from medium or large industry that have the criteria of small industry as referred to in law.

Data analyzed in this research is a research questionnaire distributed directly to all owners of *Sasirangan* SME by 86 questionnaires. After all questionnaires were collected, the results of the examination showed that 3 questionnaires were not included in the analysis, which is the owner of *Sasirangan* SME from Banjarbaru because the answer was incomplete. Therefore, a practicable research questionnaire to be used for analysis was 83 questionnaires or 96.51%

Table 1. Population and Sample of *Sasirangan* SME

No	City/ District	Population	Sample
1	Banjarmasin	48	48
2	Martapura	29	29
3	Banjarbaru	9	9
	Total	86	86

Source: Indonesian Industry and Trade service, South Kalimantan Province, 2016

Table 2. The Distribution Recapitulation, Returned and Used of Research Questionnaire

Description	Frequency	Presentage (%)
Distributed research questionnaires	86	100
The return research questionnaires	86	100
Incomplete research questionnaires	3	3.49
The research questionnaires used	83	96.51

Source: Data processed, 2016

The variables in this study are the entrepreneur's management ability (*management skills*), which is a group of expertise and competencies both administratively and operatively in carrying out management functions consisting of the ability to plan, organize, direct, or perform assignments and perform supervision. Furthermore, the indicators of management capabilities variables include:

- a. Planning is the selection and determination of organizational goals and the determination of strategies, policies, programs, procedures, methods, systems, budgets and standards required to achieve organizational goals. This indicator is interpreted into 2 items, namely:
 - 1) Able to make strategic planning
 - 2) Able to make their own decisions
- b. Organizing is the determination of the resources and activities required to achieve the organization goals. The organization or working group's structure and development will convey it to achieve goal. This indicator is translated into 2 items:
 - 1) Able to distribute the work
 - 2) Able to build team work
- c. Directing or undertaking the staffing assignments are recruitment, training and development as well as placement and orientation of employees in a profitable and productive working environment. This indicator is translated into 2 items:
 - 1) able to communicate with employees
 - 2) able to work on time
- d. Supervision is a measurement or improvement on the implementation of subordinate work, thus the plans that have been made to achieve organizational goals can be well organized. This indicator is translated into 2 items:
 - 1) Able to make changes
 - 2) Able to resolve the conflict

RESULT AND DISCUSSION

The Description of Management Capabilities Variable (X)

The Management Capabilities Variable (X) is measured by four indicators, namely: Planning Indicators (X₁), Organizational Indicators (X₂), Guiding Indicators (X₃) and Monitoring Indicators (X₄). Planning Indicators (X₁) consists of two items, Organizational Indicators (X₂), two items, Guiding Indicators (X₃), two items and Monitoring Indicators (X₄), two items. The variable frequency distribution of Management ability (X) can be seen in Table 3.

Description of SME Performance Variable (Y)

SME Performance Variable (Y) is measured by three indicators; there are Sales Growth (Y1), Profit Growth (Y2), and Capital Growth (Y3). Sales Growth (Y1) consists of two items, Profit Growth (Y2), two items, Capital Growth (Y3), two items. The frequency distribution of SME Performance (Y) variables can be seen in Table 4.

Table 3. The Description of Indicators / items of the Management Capacity Variable (X)

Table 3: The Description of Indicators/7 Items of the Management Capacity Variable (X)												
Indicator	Item	Respondents' answer scores										Mean
		1		2		3		4		5		
		f	%	f	%	f	%	f	%	f	%	
(X1)	X _{1.1}	0	0	0	0	2	2,4	46	55,4	35	42,2	4,40
	X _{1.2}	0	0	0	0	3	3,6	51	61,4	29	34,9	4,31
	Mean Planning Indicator											4,36
(X2)	X _{2.1}	1	1,2	6	7,2	3	3,6	47	56,6	26	31,3	4,10
	X _{2.2}	0	0	1	1,2	8	9,6	44	53	30	36,1	4,24
	Mean Organizing Indicator											4,17
(X3)	X _{3.1}	0	0	0	0	1	1,2	40	48,2	42	50,6	4,49
	X _{3.2}	0	0	0	0	11	13,3	29	34,9	43	51,8	4,39
	Mean Guiding Indicator											4,44
(X4)	X _{4.1}	0	0	0	0	0	0	32	38,6	51	61,4	4,61
	X _{4.2}	1	1,2	0	0	7	8,4	35	42,2	40	48,2	4,36
	Mean Monitoring Indicators											4,49
	Mean Variable Capability Management											4,36

Source: Data Processed

Description: X1: Planning Indicators

X2: Organizing Indicators

X3: Guiding Indicator

X4: Monitoring Indicators

Table 4. Distribution Indicator / Item of SME Performance Variables (Y)

Indicator	Item	Respondents' Answer Score										Mean
		1		2		3		4		5		
		f	%	f	%	f	%	F	%	F	%	
(Y1)	Y _{1.1}	0	0	0	0	2	2,4	38	45,8	43	51,8	4,49
	Y _{1.2}	0	0	0	0	4	4,8	36	43,4	43	51,8	4,47
	Mean Sales Growth Indicators											4,48
(Y2)	Y _{2.1}	1	1,2	2	2,4	6	7,2	39	47	35	42,2	4,27
	Y _{2.2}	2	2,4	2	2,4	11	13,3	39	47	29	34,9	4,10
	Mean Profit Growth Indicators											4,18
(Y3)	Y _{3.1}	1	1,2	8	9,6	15	18,1	29	34,9	30	36,1	3,95
	Y _{3.2}	1	1,2	2	2,4	3	3,6	34	41	43	51,8	4,40
	Mean Capital Growth Indicators											4,17
Mean SME Performance Variables												4,28

Source: Data Processed

Description: Y1.1 Sales Growth Indicators

Y1.2 Profit Growth Indicators

Y1.3 Capital Growth Indicators

Description Management Capability (X) Variable Discussion

The management capability is a collection of expertise and competencies both administratively and operationally in carrying out management functions within the organization to achieve certain goals. The indicators used to measure the variables of Management Capability (X) are measured by four indicators: Planning Indicators (X1), Organizing Indicators (X2), Guiding Indicators (X3) and Monitoring Indicators (X4). Each indicator is then developed into several items as a measurement.

Planning indicators are measured by 2 (two) items, which have the ability to make strategic planning (X1.1), make their own decisions well without the help of others (X1.2). The result of Measurement model for this indicator shows both valid and significant items at $\alpha = 0,05$ on the planning. Both items are considered dominant factors in reflecting the planning because the loading is no different. The loading values of both items are 0.876 and 0.848.

The second indicator as Management Capacity (X) construct measurement is an organizing indicator measured using 2 (two) items. Both items are distributing jobs properly to employees (X.2.1), building a reliable working team (X2.2.2). The Measurement model result for this indicator shows both valid and significant items at $\alpha = 0,05$ on the planning. Both items are considered dominant factors in reflecting the planning because the loading is no different. The estimated value of both items is approximately 0.858 and 0.865.

The third indicator as Management Construction (X) capability measurement is a measuring indicator which is measured using 2 (two) items. Both items are well-communicated to employees (X.3.1), finishing the work on time (X.3.2). The Measurement model results for this indicator shows both valid and significant items at $\alpha = 0.05$ on the direction. Items in which completing the work on time (X.3.2), is the highest factor assessed in reflecting the direction indicator because it has the largest loading, the loading value of the item is 0.908. For items communicating well to employees (X3.1), contribute to the Guiding indicator with a loading value of 0.875. The fourth indicator as a construct of Management Capacity (X) is a supervisory indicator measured using 2 (two) items.

Both items are making changes towards work for the achievement of better corporate goals (X4.1), able to resolve conflicts that occur between companies with employees and with customers (X4.2). The Measurement results model for this indicator shows both valid and significant items at

$\alpha = 0.05$ against supervision. Both items are considered dominant factors in reflecting the planning because the loading is no different. The value loading of both items are amounting to 0.886 and 0.878.

The fourth (4) constructor indicator of the Management Capability (X) is valid, and based on the loading result it can be described that for the Guiding indicator, the most contribute item is (X3.2) that is completing the work on time with the rate of 0.908. For the supervisory indicator, the most contributing item is (X4.1) which making a change towards work for the achievement of a better corporate objective with a rate of 0.886. For the planning indicator, the most contributing item is (X1.1) which has the ability to make a strategy plan with a finer rate of 0.876. For organizing indicators, the most contributed items are (X2.2), in which build a reliable working team with a finer rate of 0.865. The four Management Capabilities (X) constructive indicators which have the most significant contribution are the Guiding indicators, and the weakest is the organization.

Description SME Performance (Y) Variable Discussion

SME performance in this study is interpreted as the achievement level or company achievement within a certain period of time and the company performance is a very significant in the company development. Indicator used to measure SME Performance (Y) variables are: Sales Growth Indicator (Y1). Profit Growth (Y2). Capital Growth (Y3). Each indicator is then developed into several items as a measurement.

The Sales Growth Indicator is measured by 2 (two) items, that is SME sales increase (turnover) from year to year (Y1.1), sales increase (revenue) is also followed by increased production (Y1.2). The Measurement model for this indicator shows all valid and significant items at $\alpha = 0.05$ on sales growth. The sales increase (turnover) is also followed by increased production (Y1.2) and sales (turnover) increase year by year (Y1.1), are two factors that are considered dominant in reflecting the sales growth considering the amount of loading that is not significantly different, the estimate rate of the item is 0.928 and 0.917.

The second indicator as SME Performance (Y) constructor is the Profit Growth (Y2) measured by 2 (two) items, there are: the profit increases from year to year (Y2.1), the increased profit is higher than the increase in capital used (Y2.2). The result of Measurement model obtained for this indicator shows all valid and significant items at $\alpha = 0,05$ to SME Performance. The increased profit item obtained is higher than the increased capital used

(Y2.2), is the highest factor assessed in reflecting the profit growth indicator because it has the largest loading, the loading rate of the item is 0.914. The other major contribution of the item is (Y2.1), profit increases year by year. The loading rate of the item is 0.862.

The third indicator as an SME Performance construct (Y) is capital growth (Y3), measured using 2 (two) items. The second item is the amount of capital from year to year increases (Y3.1), additional capital required for business development becomes even greater (Y3.2). The result of Measurement model obtained for this indicator shows all valid and significant items at $\alpha = 0,05$ on focus strategy. Capital Item number from year to year increases (Y3.1) and additional capital required for business development to be even greater again (Y3.2) are two factors that are considered dominant in reflecting capital growth considering the amount of loading that is not significantly different, the loading item rate are 0.854 and 0.859.

The third (3) SME Performance (Y) constructor indicator is valid and based on loading result, therefore can be described that for sales growth indicator, the most contribute item is (Y2.1) that is SME increased sales (turnover) from year to year and (Y2.2), increased sales (turnover) is also followed by increased production, given the amount of loading that is not significantly different with rate, 0865 and 0865. For profit growth indicators, the most contributing item is (Y2.2) that is the increase in profits obtained higher than the increase in capital used with rate 0.914. For the capital growth indicator, the most contributing item is (Y3.2) that is the additional capital required for business development becomes even greater with rate 0.859. The third indicator of SME Performance (Y) is the largest indicator of profit growth and the lowest is the indicator of capital growth.

The Influence of Management Skills on SME Performance

Management's ability has a significant positive effect on SME Performance. *GeSCA* results obtained by coefficient path of 0.029* and CR = 4.28* (significant) are positive. These results indicate that the management capabilities owned by *Sasirangan* SME owner, directly can improve SME performance. These findings provide guidance that the management capabilities implementation that include planning, organizing, guiding, and supervising as a variable form of management capability can be used directly to increase sales growth, profit growth and capital growth as a form of SME performance variable. The most dominant

form of management ability variable is the guiding indicator that is completing the work on time. The most important variable of SME Performance is the sales growth indicator, through sales item (revenue) increase from year to year.

The findings obtained in this study support the results of previous studies conducted, taking samples of 356 respondents from 112 companies, involving managers and employees of various companies operating in Istanbul [14]. Data analysis used is hierarchical regression analysis; with research result which indicates that company emotional ability have a significant and positive effect to company financial performance and organizational effectiveness. Sampling 100 SMEs in the manufacturing sector in Malaysia, using structured questionnaires and interviews with SME owners-managers [15]. Data analysis using multiple regression and ANOVA One-Way analysis, with the result that management ability have positive and significant influence to the performance of small and medium enterprises (SMEs). The findings of this study are also in line with Suci's study (2009) in which the conclusion indicates that the management ability has a significant positive effect on performance, in other words that sufficient management ability can determine the success of SME performance. These findings are also supported by several other studies such as [9];[7];[10];[11]; which conclude that management capabilities affect performance directly. The results of this study differ from previous studies related to SME management and performance capabilities expressed the opinion that direct management capability had no significant effect on business performance [12].

The results of this study support the theory states that management capability is very important in small, medium and large industries, where each requires management activities to coordinate the capabilities or skills owned by workers and coordinate resources owned by the company. The role of the leader or the owner of the company to understand and execute the functions of management becomes the main thing to achieve the success of a business. Management is the achievement of organizational goals in an effective and efficient way through planning, organization, direction and control of organizational resources [16].

CONCLUSION

Management capability directly affects SME performance. This means that the management capabilities owned by *Sasirangan* SME owners proven to improve the SME performance. This

shows that the management capabilities implementation which include planning, organizing, directing, and supervision as a form of variable management capabilities can be used directly to increase sales growth, profit growth and capital growth as a form of SME performance variable. It can be concluded that the higher the ability of *Sasirangan* SME owner in carrying out management functions that include having the ability to make strategic planning, make your own decisions with or without the help others, distribute the work well to employees, build a reliable team work, well-communicated employees, finishing the job on time, making changes towards better work for the achievement of corporate goals, able to resolve conflicts that occur between companies with employees and customers will increase sales growth, profit growth and capital growth. Management's ability has a significant positive effect on SME Performance. These findings support the theory and empirical studies of Tidd and Pavitt (1998), (Daft, 2006), Akgun et al. (2008), Man and Wafa (2008), Suci (2009), Wai and Kuan (2011), Chi et al (2011), Hsu (2012), Fening (2012), and Dani et al. (2013).

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