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The Impact of Implementation Strategic Management and Technology on SMEs in South Sulawesi

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ABSTRACT

The increasingly dynamic market conditions and competition between companies encourage business owners, including small and medium business owners (SMEs) in Indonesia and other countries to understand how SMEs can maintain or improve marketing and financial performance in the era of digitalization. To compete, strategic management and expert policies encourage companies, including SMEs to apply practices in the field of strategic management in today's digitalization era. This study aims to measure how strong the influence of implementing strategic management practices and digitalization on the performance of SMEs in Sulawesi-South Indonesia (Makassar, Gowa, Maros, & Pare-Pare), especially performance related to sales turnover, break-even point (BEP), and profit. This study uses quantitative methods with primary data and data sources through the interview process and questionnaires. The interview process was conducted with the heads of small and medium enterprises (SMEs) in South Sulawesi (Makassar, Gowa, Maros, & Pare-Pare), while the questionnaires were distributed directly to 200 respondents by survey officers. Of the 200 questionnaires distributed to respondents, 180 of them (90%) met the requirements for processing and analysis. The results showed that Strategic Planning had a negative and significant effect on the sales volume of SMEs, Strategic Planning had a positive and insignificant effect on the BEP of SMEs, Strategic Planning had a negative and significant effect on SME Business Profit, Implementation Strategy had a negative and insignificant effect on the volume SME sales, Implementation Strategy has a positive and insignificant effect on SME BEP, Implementation Strategy has a negative and insignificant impact on SME Business Profits, Strategic Evaluation has a positive and significant impact on SME sales volume, Strategic Evaluation has a positive and significant impact on SME BEP , Strategic Evaluation has a negative and insignificant effect on SME operating profit, the use of technology has a positive and insignificant effect on the sales volume of SMEs, the use of technology has a negative and negative effect. not significant to the BEP of SMEs, the use of technology has a positive and significant effect on the operating profit of SMEs.

Keywords: *Management Strategic, SMEs, and Technology*

I. INTRODUCTION

With increasingly fierce business competition and increasingly dynamic market conditions, many small and medium-sized enterprises (SMEs) in Indonesia and in other countries are expanding their efforts to understand how SMEs can maintain or improve their marketing and financial performance. In order to be competitive, some strategic management and policy experts have pushed for the influence of strategic management practices on performing companies. The results of previous studies indicate that the relationship between strategic management practices and firm performance is inconsistent. Some argue that there is a strong relationship between the two variables, but no less believe that the two variables do not have a strong influence relationship [1]; [2]. As a result, to date there is still a research gap with respect to the effects of strategic management practices on business performance.

This study aims to measure how strong the influence of strategic management practices and the use of technology on the performance of SMEs in the Province of South Sulawesi (Makassar, Gowa, Maros, & Pare-Pare), Indonesia in particular related to performance with sales volume, break-even point (BEP), and profit. This NS study also explores whether education level and size of SMEs have a role in moderating the effect of strategic management practices on sales volume, BEP and SME profits.

II. LITERATURE REVIEW

The literature review will explain and discuss the characteristics of small and medium enterprises (SMEs), strategic management practices, and business performance.

2.1 SMEs Characteristic

Several agencies and regulators in Indonesia have established small and medium enterprises (SMEs), such as the State Ministry of Cooperatives and Small and Medium Enterprises, Central Bureau of Statistics (BPS), Minister of Finance Decree no. 316/KMK.016/1994 dated 27 June 1994, and law number 20 of 2008. This research is based on the notion of the Central Statistics Agency (BPS) related to SMEs using the number of workers to distinguish between micro, small and medium enterprises. The Central Statistics Agency (BPS) provides a definition of SMEs based on labor quantity. According to BPS, micro, small, and medium enterprises are business entities with less than 5 workers each, 5 to 19 workers, and 20 to 99 workers each. Furthermore, law number 20 of 2008 states that small businesses are productive economies that stand alone by companies, which are carried out by individuals or business entities that are not subsidiaries or are not branches of companies that are owned, not controlled or become a direct part or indirectly from a big business. In general, the characteristics of SMEs in Indonesia are as follows:

a. There is no clear separation between the owners and managers of the company. The owner also acts as a SME manager.
b. Capital is provided by the owner or a small group of capital owners.
c. The area of operation is generally local, although there are also export-oriented SMEs.
d. Has a small company size, in terms of total assets, number of employees, and infrastructure.
e. Small business scale, labor intensive, based on local resources, many actors, and spread over several locations.

2.2. Strategic Management Practice

According to strategic planning and management strategies are similar. The first term is often used in the business world, while the former is often used in academia. In this study, the term strategic management practice will be used defines strategic management as a method of formulating and implementing broad and flexible long-term plans to achieve organizational goals. The key components of strategic management practice require answers to the questions of where the future direction of the business is, where is the current business going, what business will be in the future, and what changes will occur in the business environment. According to and the key aspects of strategic management include environmental analysis, setting the company's mission, strategy formulation, strategy execution, strategy evaluation and control have observed that the key aspects of the management strategy include the long-term view of the company, and determining the line of business to ensure the right strategy is applied to the company based on environmental conditions. This idea suggests that strategic rights can help organizations to take advantage of emerging opportunities to minimize threats posed by an unstable market environment.

Strategic management develops in four distinct periods. Theoretically, the latest theory of strategic management is the resource-based view of the firm which focuses on the internal aspects of the firm, which represent an important research domain in the early development era of strategic management in the 1960s. Strategy pioneers such as and focus more on identifying company best practices that contribute to their success. Researchers in this period have emphasized their opinion that the success of the company is due to the role of internal factors and the uniqueness of the company's competitiveness. The argument that emphasizes the company's success due to internal factors is referred to as a resource-based view (RBV).

In the 1970s, the focus of strategic management attention was on the company's external factors, known as industry/organization or I/O. This theory basically comes from and according to Porter, in this era, corporate strategies are grouped according to industry structure and believe that the company's performance is largely determined by external or industry/organizational factors (I/O) that the company's management cannot fully control. In the third period, the focus of strategic planning theory shifts again to the company's internal factors (RBV), characterized by an emphasis on competitive dynamics and the boundaries of the relationship between companies and their environment.

Compared to I/O, strategic management moves closer to the company's internal factors (RBV) and competition among companies in a competitive environment. In the fourth period, the company's resource-based view (RBV) became the focus of attention for the company in managing its strategy. Theoretically, the main premise of the resource-based view of the firm answers the fundamental question of how the firm can achieve and sustain its competitive advantage.

In relation to strategic management practices, [20] describes four stages or processes of strategic management, namely: (1) environmental scanning; (2) strategy formulation; (3) implementation strategy; and (4) evaluation and control. In the environmental scanning stage, the company conducts an analysis of the company's internal and external environment. According to [3], the analysis of the external environment includes economic, social, cultural, demographic, political, governmental, legal, and technological environments. Furthermore, according to the internal environment consists of structure, culture and resources also explained that core resources, capabilities, and competencies are part of the internal environment that affects the company. Meanwhile, according to there are six major internal strengths that affect the company's internal environment, namely management, marketing, finance/accounting, production/operations, research and development, and management information systems. In the strategy formulation stage, the company determines the mission that is the reason for establishing the company, what goals or what and when a result is achieved, a strategy or plan to achieve the company's mission and goals, as well as general policies or guidelines for decision making. In the strategy implementation stage, the company prepares a detailed planned program of activities, the budget needed to carry out activities, and procedures for implementing activities. At the end of the strategic management stage, the company evaluates by comparing targets with actual performance. The company's performance that is not in line with the target will be corrected for improvement in the next period. The stages of strategic management will be the basis for determining the independent variables of business strategy on the financial performance of SMEs.

2.3. Business Performance (Business)

Business performance measurement methods still remain a matter of debate for both business practitioners and the academic community and however, some researchers tend to agree that in general organizations it is possible to use performance measurement based on predetermined goals rather than using respondent ratings, provided that the information presented is much more accurate. According to, performance measurement methods can be divided into two types: objective and subjective measurement. Objective measurements include profit, sales volume, return on investment, break-even point, and inventory turnover whose data are analyzed from financial statements, such as balance sheets and income statements. Meanwhile, subjective measurement relies on the perception of the manager or company owner in relation to the business performance achieved. Critics of objective measurement of business performance are that performance reports are difficult to access, confidential, incomplete, and often inaccurate. In addition, in the objective approach, the amount of profit is often manipulated, and it is difficult to compare between different business sectors. Furthermore, suggested that objective measurements cannot be reliable because it is too general and tends to look backwards rather than forward. Objective measurements also emphasize short- term benefits rather than long-term benefits. As a result, managers or owners find it difficult to understand the root causes of performance problems to make cross-functional decisions in order to survive in an uncertain business environment.

A study by [22] revealed that objective performance data is influenced by industry- specific factors, and therefore it is not appropriate to make cross-industry comparisons. As a consequence of this inaccuracy, argues that previous researchers relied more on subjective firm performance tracking because of the difficulty in obtaining objective performance data, especially in small and medium-sized enterprises (SMEs). With regard to subjective performance measurement, performance information provided in nonmonetary terms, such as sales volume, market share, customer satisfaction, employee turnover and new product development, is relevant for surviving in a competitive environment [28]. [29] argues that with subjective measurement, managers or company owners are willing to give their perception of business performance, including their perception of valuing sensitive or confidential information needed by businesses to survive in the competition and rapidly changing environment. [9] presents the argument that the power of nonfinancial measures lies in their ability to provide insight into business processes, which in the long run are better predictors of and on future business performance.

There is little evidence from previous empirical studies that attempted to evaluate strategic management in the small business research domain [30]. Furthermore, [31] also agrees that despite widespread recognition of the importance and importance of SMEs' contribution to employment, research SMEs still need to be encouraged. [32] advocated the need for more systematic research aimed at uncovering the true nature of strategic management in SMEs and its relationship to marketing and financial performance.

In general, a review of the literature on strategic management in developing countries shows that the focus of research on the impact of strategic management practices on the marketing and financial performance of SMEs is still limited. There was a study conducted in South Africa on the subject, but this study did not specifically analyze the relationship between strategic management practices and the marketing and financial performance of SMEs. [33], for example, examines the strategic management process in the retail sector. [34] evaluated business development strategies in the SME sector.

Furthermore, [4] examines the general strategic management process. Meanwhile [35] examined the relationship between strategic planning and entrepreneurial orientation in the financial and business sectors. Meanwhile, [36] focused his research on strategic planning in the small and medium-sized retail sector, and [37] undertook studying the relationship between entrepreneurship and SME performance in South Africa. Although there is quite a lot of research related to SMEs, the research linking strategic management practices and their impact on the marketing and finances of performing SMEs is still very limited.

Research that aims to analyze the influence of strategic management practices on the performance of SMEs provides an important way because this type of research can expand valuable knowledge for SME owners or managers to have an initiation about how strategic management practices can offer good mechanisms that can improve the performance of their SMEs.

In this study, business performance is defined as SME's performance in marketing (sales volume), and finance (break-even point & Profit). These three businesses were selected based on the ease of investigating the performance of SMEs. In addition, based on previous limited empirical findings with respect to the relationship between strategic management practices and the financial performance of SMEs, this study aims to analyze the effect of strategic management practices on the performance of SMEs in South Sulawesi.

2.4 Information and Communication Technology (ICT) and Competitiveness

Micro and Small Enterprises Badrinath and Wignaraja (2004) [38] state that there are three approaches that can be applied to build and strengthen the competitiveness of micro and small enterprises, namely: (i) closer partnership between government and business; (ii) effective involvement of national institutions in the value chain; and (iii) more optimal application of the latest technology. Innovation in the application of information and communication technology (ICT) in business—or putting the letter "e" in work—is a competitive controlling factor that needs attention (Badrinath and Wignaraja, 2004) [39]. The opinions of the two researchers above are widely supported or in line with a number of studies. on the relationship between the use of information and communication technology (ICT) with the performance and competitiveness of micro and small enterprises.

Some of them are Eckhardt and Shane (2006), Locke (2006), Hua (2007), Amarasena (2008), Ashrafi and (2008), Ion and Andreea (2008), Masa'deh et al. (2008), Olugbode et al. (2008), Lee et al. (2009), and Sugiharto et al. (2007, 2008a, 2008b, 2010a, 2010b). Amarasena (2008) [40] in their research concludes that in order to improve the performance of export- oriented micro and small enterprises, the use of information and communication technology— in this case the internet, needs to be combined with other factors, especially human resources. Micro and small businesses focus more on the technological aspect and ignore the human resource aspect a bit. Ion and Andreea (2008) [41], who researched the application of information and communication technology (ICT) among micro and small and medium enterprises in the service sector, found that ICT assists business actors in (i) scanning the business environment both in looking for business opportunities and in identifying business threats, (ii) increase innovation and productivity, and (iii) improve organizational performance. Therefore, the use of ICT in micro and small businesses is highly recommended by these two researchers.

III. RESEARCH METHOD

This research method describes the population and sample, research hypotheses, research conceptual framework, and hypothesis testing procedures.

3.1 Population and Sample

This study uses quantitative data with primary data where the source is through the interview process and distributing questionnaires. The interview process was conducted with the heads of cooperatives and small and medium enterprises (SMEs) in South Sulawesi. The population of this research is the owners of SMEs in South Sulawesi, totaling 1,214,095 businesses, both businesses that are still conventional and businesses that already use digital services.

Using a precision of 7.5% from 1,214,095 SMEs in South Sulawesi, the number of samples can be calculated as follows: Therefore, the number of respondents who are expected to fill out the questionnaire is 199.8 people. From 199.8 people or rounded up to 200 the number of questionnaires distributed, 196 (99.4%) filled out the items with complete questions and statements, so that they deserved to be analyzed.

The unit of analysis in this study is the owner or manager of SMEs. They are identified by position in the business responsible for strategic management practices. In the demographics section, respondents have been asked for information regarding their position in the business, gender, age, education level, year of establishment, number of employees, type of business, and business location.

Moreover, a structured questionnaire was used to track respondents' opinions on strategic management and marketing practices and the financial performance of SMEs.

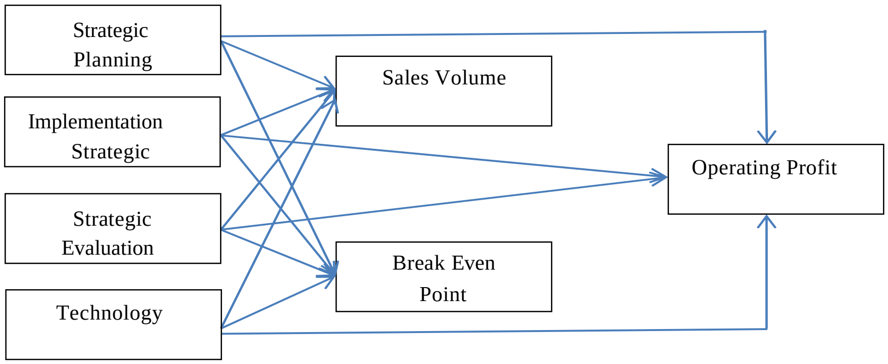
3.2 Research Hypothesis

To support the above research objectives, The research hypothesis is formulated as follows:

1. Strategic Planning has a positive and significant impact on sales volume, BEP and Operating Profit
2. Implementation Strategy has a positive and significant impact on sales volume, BEP and Operating Profit
3. Strategic Evaluation has a positive and significant impact on sales volume, BEP and Operating Profit
4. The use of technology has a positive and significant impact on sales volume, BEP and operating profit

3.3. Research Conceptual Framework

Based on the hypothesis above, the research concept the framework can be described as follows (Figure 1).



The analytical method used in this research is mostly quantitative method, namely the path analysis model (PA), as shown in Figure 1, which is used to measure the direction and closeness of the causal relationship between research variables for each path model that is made according to the hypothesis study.

IV. RESULTS AND DISCUSSION

4.1 Testing Hypothesis

To test the hypothesis and see how much direct influence between variables we can see in the following table:

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C .R.		L abel
1	---	1	- 801935,662	406506,7 62	- 1,973	049	pa r_1
1	---	2	- 166852,769	341463,7 80	- ,489	625	pa r_4
1	---	3	444986,2 85	457504,8 83	1 ,973	049	pa r_5
1	---	4	3039924, 811	1966466, 232	1 ,546	122	pa r_10
1	---	1	6806302, 970	341169,1 40	1 9,950	**	pa r_16
2	---	1	243529,1 88	203357,9 42	1 ,198	231	pa r_3
2	---	2	28709,03 1	169274,9 72	, 170	865	pa r_7
2	---	3	165557,8 85	227202,6 03	2 ,729	023	pa r_9
2	---	4	- 433010,854	980090,9 04	- ,442	659	pa r_12
2	---	1	,175	,035	4 ,975	**	pa r_13
2	---	3	3372088, 763	169027,5 37	1 9,950	**	pa r_18
3	---	1	- 48996,236	385886,7 56	- ,127	899	pa r_2
3	---	2	- 143426,335	320083,7 33	- ,448	654	pa r_6
3	---	3	- 399806,541	430161,3 56	- ,929	353	pa r_8
3	---	4	1362990, 941	1854038, 360	2 ,735	024	pa r_11
3	---	1	,480	,070	6 ,823	**	pa r_14
3	---	2	-,326	,134	- 2,433	015	pa r_15
3	---	2	6375855, 501	319592,7 58	1 9,950	**	pa r_17

Source: Processing Data Using Amos 24

From the results of the table above using the AMOS 24 application, the following results are obtained:

1. Strategic Planning has a negative and significant impact on the sales volume of SMEs,
2. Strategic Planning has a positive and insignificant effect on the BEP of SMEs
3. Strategic Planning has a negative and significant impact on SME operating profits
4. Implementation Strategy has a negative and insignificant effect on the sales volume of SMEs,
5. Implementation Strategy has a positive and insignificant effect on the BEP of SMEs.
6. Implementation Strategy has a negative and insignificant effect on SME operating profit
7. Strategic Evaluation has a positive and significant impact on the sales volume of SMEs,
8. Strategic Evaluation has a positive and significant impact on the BEP of SMEs
9. Strategic Evaluation has a negative and insignificant effect on SME operating profit
10. The use of technology has a positive and insignificant effect on the sales volume of SMEs,
11. The use of technology has a negative and insignificant effect on the BEP of SMEs
12. The use of technology has a positive and significant impact on SME operating profits

4.2 Research Discussion

From the results of the study, it was found that Strategic Planning has a negative and significant influence on the sales volume of SMEs, these results explain that strategic planning actually reduces the sales volume of SMEs and operating profits, this is due to the lack of knowledge of SMEs on good strategic planning in running their business so that sales volume and profits have decreased.

The Implementation Strategy has a negative and insignificant effect on the sales volume of SMEs, the Implementation Strategy has a positive and insignificant effect on the BEP of SMEs, the Implementation Strategy has a negative and insignificant effect on the Business Profit of SMEs, so it can be said that the implementation of business implementation strategies in SMEs does not have a real impact on the financial performance of SMEs.

Strategic Evaluation has a positive and significant impact on the sales volume of SMEs, Strategic Evaluation has a positive and significant impact on the BEP of SMEs, this means that strategic evaluation has a significant impact on the sales volume and profits of SMEs in South Sulawesi Province.

The use of technology has a positive and significant effect on SME operating profit, while for sales volume and BEP the use of technology does not show any significance. This means that the use of technology can increase profits for SMEs in South-Sulawesi Province because SMEs can use applications or technological assistance to increase efficiency in their production.

V. CONCLUSIONS & SUGGESTIONS

5.1 Conclusions

From the results of the study, it was found that Strategic Planning has a negative and significant effect on the sales volume of SMEs, while the effect of strategic planning on BEP and SME Profits does not have a significant effect.

The Implementation Strategy has a negative and insignificant effect on the sales volume of SMEs, the Implementation Strategy has a positive and insignificant effect on the BEP of SMEs, the Implementation Strategy has a negative and insignificant effect on the Business Profit of SMEs.

Strategic Evaluation has a positive and significant effect on the sales volume of SMEs, Strategic Evaluation has a positive and significant effect on the BEP of SMEs, while strategic evaluation does not have a significant effect on Profits of SMEs. The use of technology has a positive and significant effect on SME operating profit, while for sales volume and BEP the use of technology does not show any significance.

5.2 Suggestion

Suggestions in this study are as follows:

SMEs in South-Sulawesi Province should better understand the importance of implementing strategic management to improve their financial performance, as well as the application of technology to increase efficiency in their production or business activities.

For the South Sulawesi provincial government, it is better to pay more attention to the potential financial performance of SMEs in its application to boost economic growth in the South Sulawesi province, this is because the SME sector is one of the important pillars in increasing economic activity in South Sulawesi.

For further researchers, they can look at strategic management variables and further explore the use of technology in its application in improving the financial performance of SMEs in South Sulawesi.

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Micro and Small Enterprises Badrinath and Wignaraja (2004)

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