THE IMPLEMENTATION OF STRATEGY BASED ON COMPANY STRATEGY AND MICRO BUSINESS ENVIRONMENT TO ACHIEVE BUSINESS PERFORMANCE FOR SMALL AND MEDIUM BUSINESS IN WEST JAVA, INDONESIA DURING COVID-19 PANDEMIC

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ABSTRACT

It has been more than one year's pandemic COVID-19 poses a threat not only to public health but also has a very serious social and economic impact. Many businessmen were forced to close their businesses due to low public buying interest, declining sales and capital difficulties. One of the most affected is the small and medium business sector in Indonesia, especially West Java as one of the provinces with the largest number of SME business players. The pandemic has not shown any signs of ending but the economy must continue to run to sustain people's lives. This research was conducted with the aim at finding the most effective formulation to improve SME business performance during the pandemic by digging up information on whether the company's strategy and the micro external environment have a positive impact on business performance through strategy implementation. The research conducted using a survey method using the structural equation modeling partial least square (SEM-PLS) analysis technique, with a sample of 138 respondents from Small and Medium Enterprises in West Java. The results of the analysis found that there was a significant effect of the company's strategy variables and the micro external environment on business performance through strategy implementation, as well as the micro external environment covering aspects of competition and customer needs, which are factors that must be prioritized by SMEs to encourage business performance growth.

Keywords: *west java SMEs; corporate strategy; micro external environment; business performance, strategy implementation.*

INTRODUCTION

The Micro, Small and Medium Enterprises sector has an important role in the growth of the National economy; the contribution of employment is almost 97%, and the contribution of Gross Domestic Product accounts for 60%. Such as, the West Java Micro Small and Medium Enterprises sector contributed 13.99% to the national level in 2020, labor absorption from micro business actors in West Java was 74.63%, and small business labor absorption was 25.57%. Thus, with the COVID-19 pandemic, which has been going on for more than a year, it has not shown any signs of ending. The COVID-19 pandemic does not only have an impact on public health but also has an impact on the social economy of the community. This has greatly impacted all sectors, especially small and medium enterprises, as seen from the number of micro, small and medium businesses in West Java, which experienced a decline in turnover of 86% (West Java Cooperatives and Small Business Office 2021).

The government's efforts to overcome Covid-19 by imposing restrictions on community activities (PPKM) even though West Java lost around 20 billion in income, it was still able to increase economic growth in the second quarter of 2021 by 6.13% compared to the first quarter of 2021 at 0.87%. (West Java Governor, Kick Off West Java Economic Society 2021). The Covid-19 pandemic has an impact on the micro, small and medium business sector, including decreased purchasing power, decreased sales, capital difficulties, production and distribution are hampered. This applies to micro, small and medium enterprises, among others, the implementation of the strategy development program is still not optimal where the integration and coordination between programs is still lacking, and most of the programs have not touched the capabilities of SMEs related to the market environment, competition with large businesses and foreign products, the ability to maximize the marketing of products and services and business expansion capabilities and the ability to innovate Business. [1]

This study aims at investigating the right strategy to improve the performance of Small and Medium Enterprises Businessman through strategy implementation and by paying attention to the macro environment including competition and customers.

LITERATURE REVIEW

[2] states that in maintaining the viability of the company, the main problems faced include orientation towards growth, competition in the industry, and the management of resources and capabilities between product lines or business units. Competition today leads to hyper competition that most industries face an increasing level of environmental uncertainty, becoming complex and dynamic and even becoming global. The emergence of new flexible, aggressive, innovative competitors quickly erodes the advantages of previously dominant large companies. Channel distribution varies from country to country and is changed daily through the use of sophisticated information systems. Closer relationships with suppliers are being forged to reduce costs, improve quality, and gain access to new technologies. Companies learn to quickly imitate the successful strategies of market leaders, and it becomes more difficult to maintain profits for a very long time. As a result, the level of intensity of competition is increasing in most industries.

[3] states that currently customers are unique and have unique behavioral preferences, where with the emergence of new customers, namely Generation Z and Generation Alpha, companies must adjust the interests and main concerns of the two younger generations are able to gain the trust of generation Z and alpha will be able to win the competition in the era of marketing 5.0.

According to [4] stated that a good strategy will be one no value if it is not implemented properly. Strategy implementation must be carried out through proper control and organizational design which includes establishing effective means to coordinate and integrate activities within the company as well as with stakeholders. Leadership plays a central role in ensuring that organizations are committed to excellence and ethical behavior as well as creating continuous learning and improvement and acting entrepreneurially in creating new opportunities.

[5]state that in an effort to develop the right strategy, companies must conduct business environment analysis, including customer environmental analysis and external environmental analysis, one of which is competition analysis. [5]state that companies must evaluate current and future conditions regarding the company's target market, including current and potential customers. , the needs of current and prospective customers, the basic features of the company's products and competitors needed by customers, and anticipating changing customer needs. [5]also state that in most industries, customers have preferences and choices in terms of the goods and services they can buy. So, when a company determines the target market it will serve, competitors also set the same target market. So it is deemed necessary to analyze the company's competitors, among others; characteristics of competitors in terms of size, growth, advantages, target market, target market, strengths and weaknesses, and capabilities.

[6] research results univariate and multivariate analysis techniques on 129 respondents from energy companies in Western Europe during the 2009-2015 periods revealed that with univariate analysis techniques renewable energy companies performed better than conventional energy companies, but multivariate analysis did not confirm this. The results of the confirmation research show that industrial and international diversification strategies have a significant negative relationship with company performance. Using a separate sample, the results of the analysis show a significant negative relationship between international diversification and performance for renewable energy companies. However, for conventional energy companies there is a positive relationship between unrelated diversification strategies and company performance.

According to [7] on 138 respondents of Small and Medium Enterprises (SMEs) in West Java, with descriptive verification research methods, as well as Partial Least Square-Path Modeling (PLS-PM) analysis techniques show that there is a significant influence from the external macro and micro environment on business performance through Corporate Strategy for SME Business Actors in West Java, Indonesia During the COVID-19 Pandemic. The results also reveal that the micro external environment contributes more to the strategy of SME companies than the macro external environment.

The results of [8], using quantitative research methods, as well as partial least partial analysis techniques, with a sample of 546 manager-level respondents from universities (PT) in Indonesia. Interests have a positive direct effect on Strategic Performance Management SPM). Strategy fully mediates the relationship between competitive pressure and MSS and it also partially mediates the relationship between stakeholder pressure and MSS. The findings show that higher education management in Indonesia needs to accommodate dynamic trends in the competitive environment and stakeholders when they develop the strategies used. Charles' research. A & Harrington used a survey methodology and a random sample of members in the US state restaurant association, using independent sample t-test analysis techniques and hierarchical regression to assess direct effects and interactions. The objectives of this study aim at consider how the level of participation at various levels of the hierarchy has an impact on the successful implementation of the action plan and the company's financial performance. and four-way interactions lead to higher implementation success rates and long-term impact on financial

performance. The participatory approach used by top management and frontline staff is significantly associated with higher overall profits and financial success.

[9]research results using quantitative research methods, structural equation modeling data analysis techniques and hierarchical regression, on 182 banks in the southwest US through bank performance data taken from the Federal Deposit Insurance Corporation (FDIC) Call Report. The purpose of this research is to develop and empirically test the conceptualization of competitive aggressiveness, dimensions of entrepreneurial orientation, and performance. The findings show that awareness; motivation and ability are antecedents of competitive aggressiveness and have a positive relationship with increasing market share and profitability.

[10]research results, through interview collection and questionnaire survey with a sample of 190 companies based in Thailand. The analysis technique uses structural equation modeling and multi-group comparison bootstrapping to investigate the hypothesized mediating and moderating effects. The purpose of this study is to investigating customer orientation can improve firm performance through creativity and innovation capabilities among firms of different sizes and in different market contexts. The results show that customer orientation increases organizational creativity and innovation ability, increases company revenue and financial performance.

Furthermore, the results of [11]research, using statistical analysis techniques using SPSS software on 500 respondents in India, which aims to explore whether epidemics and pandemics have an impact on consumption patterns among rural and urban consumers in India. make panic buying in the early stages of epidemics and pandemics. and it was found that consumers' consumption habits changed drastically and they spent most of them on basic necessities. The study also revealed that the majority of consumers want to continue the same consumption habits as happened during COVID-19. The consumption patterns of urban consumers have changed more than the consumption patterns of rural consumers. It is because of the closure of restaurants and restaurants, shopping centers, cinema, theaters, etc., in urban areas forcing changes in the consumption patterns of urban consumers.

METHOD

This research involves the variables of corporate strategy, micro environment, SME strategy implementation, and business performance. There are 5 hypotheses tested in this research as follows:

Hypothesis

H_1: There is an influence of the company's strategy on the implementation of the SME strategy

H_2: There is an influence of the micro external environment on strategy of implementation

$H_3$of the SME: There is an influence of the implementation of the SME strategy on business performance

H_4: There is an influence from the company's strategy on business performance through the implementation of the SME strategy

H_5: There is an influence from the micro external environment on business performance through the SME implementation strategy

. More clearly, this research hypothesis can be described in the path diagram as follows:
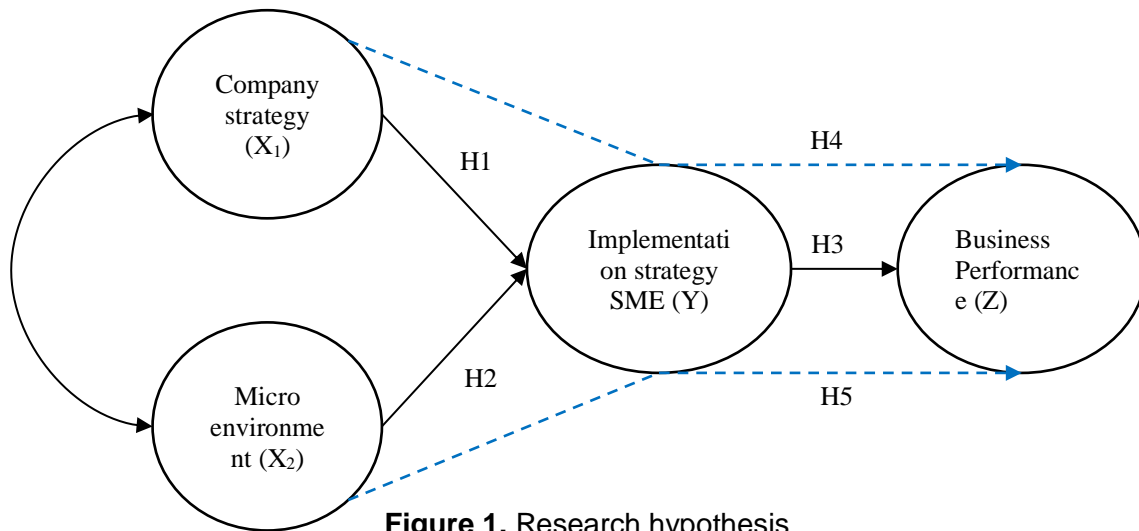
Figure 1. Research hypothesis

The calculation process is carried out using the R application with the package ([12]. Descriptive and verification statistics are used to answer the research objectives. The use of these two methods is considered capable of providing an overview of the condition of the company's strategy, micro external environment, strategy implementation and business performance and how each variable is interrelated according to the research hypothesis. Descriptive analysis is carried out by presenting the average statistic and standard deviation of the respondents' answer scores for each question item which is then analyzed to determine whether each SME gets a positive score or is still not as expected. Furthermore, the verification analysis was carried out using a structural model approach based on the structure of variance which is better known as structural equation modeling partial least square (SEM-PLS). This technique is very commonly used in the field of economics, especially marketing. This technique combines the method of factor analysis and path analysis so as to be able to provide an overview of the validity and reliability of the indicators while directly explaining the causal relationship between variables in accordance with the research hypothesis. SEM-PLS is widely used because it does not require strict assumptions such as the covariance structure-based SEM modeling approach which is better known as SEM-LISREL.

RESULT AND DISCUSSION

To answer the research objectives, a total of 138 questionnaires were distributed to SMEs throughout West Java, Indonesia. The majority of SMEs are scattered in the city of Bandung, which is more than 50% of the total sample. This is certainly very original considering that Bandung City is a city in West Java Province which has great potential as a center for SMEs. Judging from the field of business, the majority of SMEs are engaged in the service sector, namely 27.5%, Food & Beverage 12.3%, Trade as much as 10.9%, the rest includes fashion, finance, energy and others. For more details, see Table 2.

Table 1

Business Fields of SMEs

SME	Frequency	(%)
Services	38	27.5
Food & Beverage	17	12.3
Trade	15	10.9
Fashion	13	9.4
Finance	13	9.4
Energy	7	5.1
Health	5	3.6
Automotive	5	3.6
Education	5	3.6
Fitness Center	3	2.2
Convection	3	2.2
Property	3	2.2
Insurance	2	1.4
Manufacture	2	1.4
Plantation	2	1.4
Coffee Shop	1	0.7
Expert	1	0.7
Pharmaceutical	1	0.7
Safety	1	0.7
Media	1	0.7
Total	138	100.0

The Measurement model

SEM-PLS is an amalgamation of the measurement model and the structural model. The measurement model is translated into factor analysis and the structural model is translated into path analysis. In the measurement model, an analysis of the validity and reliability of research indicators is carried out. The main requirements that must be met by the research instrument are valid and reliable. Validity seen from the lowest loading factor must be 0.50 and reliability seen from the combined reliability of Cornbach's alpha (alpha), composite reliability (CR) and also average variance extracted (AVE). Cronbach's alpha and composite reliability values must be greater than 0.700 and the AVE is expected to be greater than 0.50. This study uses an instrument in a second order format, which has a variable structure, dimensions and items. However, the measurement model uses a second order measurement model. The first order model is shown in Table 3 and the second order model is in Table 4.

Table 2.

First Order Measurement Model

Latent Variable	Item	Loading	R2	Mean	SD
Growth Strategy Concentration (X1.1)	Taking over functions previously provided by distributors	0.681	0.464	3.543	0.897
K=6	Taking over functions previously provided by suppliers	0.765	0.585	3.457	0.864
Alpha=0.861	Taking ownership to competitors in the value chain of an industry	0.834	0.696	3,493	0.8560.897
CR=	Increase market share of currently sold products and services in existing markets, through aggressive marketing efforts	0.759	0.576	3.775	0.820
AVE=0.692	Offering existing products and services this time, the new target geographical area	0818	0669	3877	0867
	Increase sales through modification the existing products or develop new products	0749	0561	3928	0868
Diversified Growth Strategy (X1.2)	Adding a new product but it is still associated with the products currently sold The market	0871	0759	3819	0865
K = 2	Adding a new product, but there are no linkages with industrial products sold or entered the company's current	0854	0729	3457	0889
0656 Alpha =					
CR = 0853					
ST = 0744					
Retrenchment	(X1.3)Review of business a bad impact on the company's overall business, to further carry out through savings	0724	0524	3819	0890
K = 3	Selling the company or part of the company in an effort to keep her employees	0758	0575	3203	1033
Alpha = 0548	sells all assets of the company as the industry entered is not and unprofitable, so it should be sold	0674	0454	3080	1081
CR = 0768					
ST = 0517					
competition factor (X2.1)	Product Quality	0699	0489	4174	0724
K = 7	consumer loyalty	0691	0477	3862	0976
0816Alpha =	Competition relatively cheaper prices	0672	0452	4138	0766
CR = 0.864	Financial Position companies	0.680	0462	3565	1025
AVE =0478	Customer Service	0754	0569	3928	0941
	Promotion (Advertising) / social media	0748	0560	4246	0.818
	E-commerce	0579	0335	4312	0809
customer Factor (X2.2)	Items can be custom according to customer demand	0653	0426	3884	0888
K = 4	cheaper price with good quality	0827	0684	4196	0772
Alpha = 0720	Responsive Service	0857	0734	4261	0708
CR = 0828.	Wanting many variants / features of the product	0598	0358	4094	0773
AVE = 0.550					
Development of	organizational structure adaptive to change	0892	0796	4036	0849

resources And organization Companies (Y1)					
K = 4	award system that supports the strategy	0879	0773	3884	0855
Alpha = 0.907	Creating a corporate culture that supports strategy	0.904	0.817	4.116	0.863
CR=0.935	Leaders who are responsive, sensitive to changes and market opportunities, proactive in supporting strategic initiatives, and commitment to implementing strategies	0.860	0.740	4.159	0.804
AVE=0.781					
System Development (Y2)	Budget that aligned with the strategy	0862	0743	4072	0789
K = 4	Procedure (SOP)	0886	0785	4101	0831
0921 Alpha =	Continuously improvement to	0931	0867	4188	0833
CR = 0944	Develop core competencies and skill	0918	0843	4188	0806
AVE = 0.810					
Business Performance (Z)	growth in revenue / sales	0898	0806	2949	1042
K = 3	profit growth	0882	0778	2804	0995
Alpha = 0.880	Growth in market share	0899	0808	2928	0979
CR = 0.926 AVE = 0807					

*) K: many items are valid and reliable
   Alpha: Alpha Cronbach's
   CR: Composite reliability
   AVE: Average variance extracted

The results of validity and reliability test through approach confirmatory factor analysis found all the indicators valid and reliable value loading factor is greater than 0.500 and all competitive reliability values are greater than 0.700 and AVE is greater than 0.500. Based on the results of the first order validity and reliability test, it can be concluded that all indicators can be used to measure each dimension in each research variable. The factor loading coefficient is also used to determine the level of importance of each indicator. It can be noted that for the Concentration Growth strategy (X1.1), the indicator that is considered the most important is Taking ownership (acquisition) of competitors in the value chain of an industry. As for the Diversification Growth Strategy dimension (X1.2), the most dominant indicator in explaining this dimension is Adding new products but still related to products currently sold in the market. In the retrenchment dimension (X1.3) the most important indicator is found, namely selling the company or part of the company in an effort to support its employees. Furthermore, on the external micro environment variable, the most dominant indicator on the dimension of competition factor (X2.1) is Customer Service. For the customer factor dimension (X2.2), responsive service indicators are found which are considered the most important. For the implementation strategy variable, the most dominant indicator in the dimensions of Resource Development and Company Organization (Y1) is the indicator of Creating a corporate culture that supports strategy. While the most dominant in the dimension of System Development (Y2) is the indicator of continuous improvement. Furthermore, on the business performance variable, the most dominant indicator is market share growth.

Second Order Measurement Model

Latent	Dimension	Loading	R2	Mean	SD
Corporate Strategy	concentrations of growth Strategy 0,9570,862		0.92	3,679	(X1.1)
L = 3	diversified growth strategy 0,7250,877		0.53	3,638	(X1.2)
CR = 0865	retrenchment (X1. 3)	0.781	0.61	3.367	1.001
AVE=0.684					
Micro environment as	competition factor 0,9390,865		0.88	4,032	(X2.1)
L = 2	customer Factor 0,8580,785		0.74	4,109	(X2.2)
CR = 0894					
ST = 0.809					
Strategy implementation	Resources and Organization Development Company (Y1)	0954	0.91	4049	0843
L = 2 CR = 0894 ST = 0.809	Development System (Y2)	0955	0.91	4138	0815

*) L: many dimensions are valid and reliable

The results of the validity and reliability analysis for the second order modeling, found all valid and reliable dimensions with a validity coefficient greater than 0.500 and a reliability coefficient greater than 0.700. The results of the analysis also found that the concentration growth strategy dimension was the most dominant dimension in explaining the company's strategy. As for the external micro environment is the dimension of competition factor and for the implementation strategy is the dimension of system development.

The effect of modeling

This research conducted to find an effective formulation for building SMEs in West Java during the COVID-19 pandemic era. Through the literature study that has been carried out, five research hypotheses will be tested which include the influence of corporate strategy and the micro external environment on strategy implementation, strategy implementation on SME business performance and the influence of corporate strategy and the micro external environment on business performance through strategy implementation. The structural equation modeling partial least square (SEM-PLS) approach is expected to be able to find an effective formulation in improving the business performance of SMEs during the pandemic. The data from the survey involving 138 SME actors obtained the results of the hypothesis test given in Table 1 with the magnitude of the effect depicted in Figure 2

Table 4. The influence of the micro external environment company strategy is on business performance through the implementation of strategies for SME business actors in West Java, Indonesia in the past. COVID-19 pandemic

Table 4

| Hypothesis	Path	Estimate	Std. Error	t value	p-value	Decision
H1	Company strategy (X1) → strategy implementation (Y)	0.288	0.080	2.480	0.014	Supported
H2	Micro external environment (X2) → strategy implementation (Y)	0.391	0.080	4.110	0.000	Supported
H3	Strategy implementation (Y)→ performance business (Z)	0.172	0.085	4.250	0.000	Supported
H4	Company strategy (X1) → strategy implementation (Y)→ business performance (Z)	0.050	0.027	1.843	0.016	Supported
H5	Micro external environment (X2) →strategy implementation (Y)→ business performance (Z)	0.67	0.035	1.929	0.002	Supported
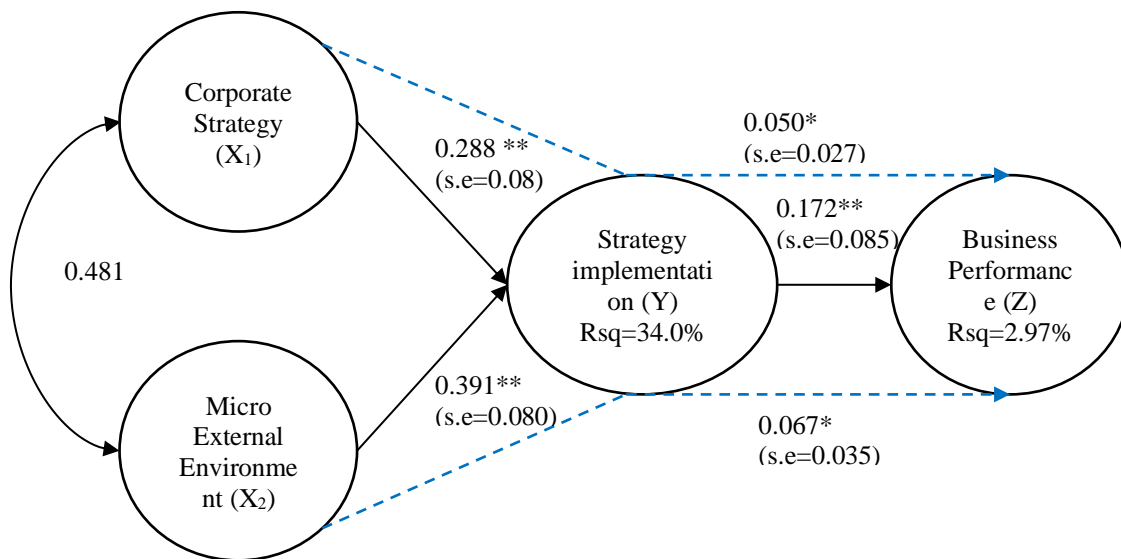
Figure 2. Model of the influence of company strategy and external micro environment on business performance through strategy implementation for SME (Small and Medium Enterprises) business actors in West Java, Indonesia during the COVID-19 Pandemic
Note: se: standard error estimate; full line: direct effects; dash line: indirect effect
** significant at the 5% level and * at the 10% level

The results of hypothesis testing through SEM-PLS found that there was a significant influence of corporate strategy and micro external environment variables on business performance through strategy implementation on SME businesses Small and Medium In West Java, Indonesia during the COVID-19 Pandemic. The company's strategy variable has a positive influence on the implementation strategy with a large influence of 0.288 deviation standard. The external micro environment variable has a relatively greater influence on the implementation of the strategy with a large effect of 0.391 deviation standard. The strategy implementation variable has a positive influence on the business performance of SMEs in West Java with a bear effect of 0.172. Although this effect is significant, the effect is relatively small. This shows that the impetus for strategy implementation still needs to be improved.
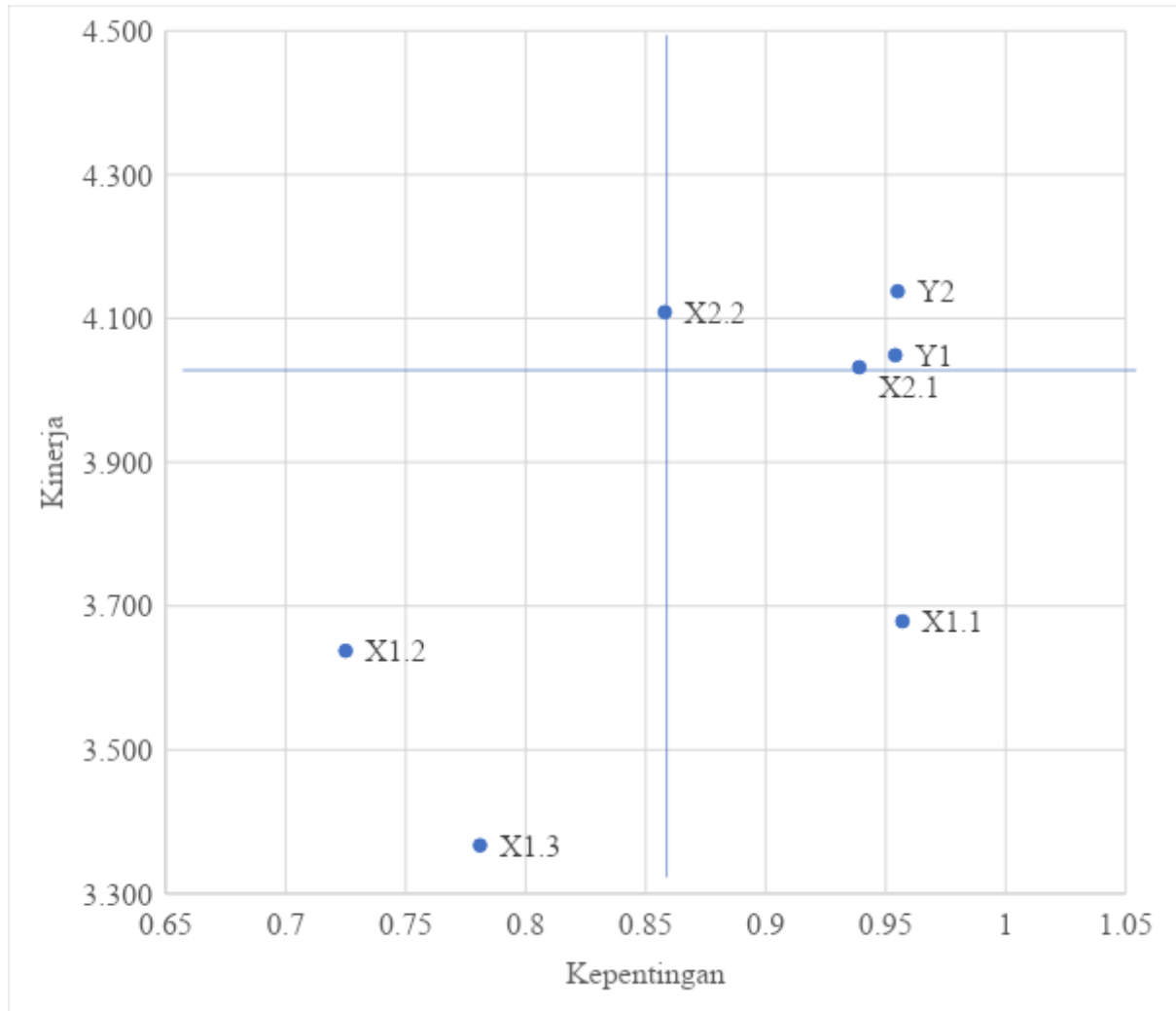

Figure 3. Analysis of Interests and Performance Dimensions

In order to formulate the most effective strategy in improving the business performance of SMEs in the pandemic era, an analysis of the importance and performance of all dimensions is carried out simultaneously. It was found that there is one dimension that is considered to have a high level of importance but its performance is still relatively low, namely the dimension of concentration growth strategy (X1.1). There are two dimensions that are considered not too important and their performance is still low, namely diversification growth strategy (X1.2) and retrenchment (X1.3), competition factor (X2.1). While the other dimensions Customer factors (X2.2), Resource development and company organization (Y1), and System Development (Y2) are included in the group of important dimensions and also have

good performance. So the main focus in developing strategies to improve SME business performance during the pandemic must be focused on efforts to concentrate growth strategies.

CONCLUSION

The COVID-19 pandemic has been going for more than a year since the beginning of March 2020. COVID-19 is not only a health problem but furthermore causes serious economic problems. The economic sector is under deep pressure. Many industries have fallen into disrepair during the pandemic. Small and medium enterprises, which absorb a sizeable workforce, cannot be separated from the economic shocks caused by the COVID-19 pandemic. Many SMEs, especially in West Java, Indonesia, have had to stop the production process due to the low purchasing power of the people. However, all parties believe that this pandemic will soon pass and SMEs must immediately rise to boost the economy of West Java, and Indonesia in general. SMEs are one of the pillars of the Indonesian economy because they absorb a very large workforce. The growth of the SME sector is believed to be able to encourage the national economy. However, the SME sector must be adaptive to the changes that occur due to the COVID-19 pandemic. SMEs must have the right strategy, be able to implement it properly, supported by an understanding of the micro external environment so that it will be able to encourage SME business performance.

The results of research conducted in early January 2021 with the aim of knowing the influence of the company's strategy and the micro external environment on the business performance of SMEs in West Java, Indonesia through a survey approach and causality analysis, it was found that understanding the micro external environment is the most important factor in improving business performance through proper implementation. The company's strategy has a relatively smaller effect. The results of the analysis show that all research hypotheses are proven to be significant. This can be used as a reference by MSEs in West Java in particular, in order to be able to rise, it is important for SMEs to pay attention to external micro-environment conditions which include competition and customer factors. SMEs must think of the most appropriate strategy to win the competition in the pandemic era. SMEs must carry out various innovations to improve service quality, customer satisfaction and loyalty to the products and services offered. On the other hand, SMEs must also begin to have an adaptive and effective SME work system through the development of company resources and system development. The results of the interest and performance analysis found that the dimension that should be the main focus is on the concentration growth strategy, especially with regard to market expansion.

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