INNOVATION STRATEGY WITH ENVIRONMENT VARIABLE ANTESENDEN INTERNAL, EXTERNAL AND ENVIRONMENTAL PARTNERSHIP STRATEGY FOR THEIR IMPACT ON THE SUSTAINABLE COMPETITIVE ADVANTAGE (Survey on Small Business in Pangkalpinang city)

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Abstract

Environment faced by entrepreneurs today have changed. Therefore, companies need to consider internal and external environments to survive the competition. Besides partnering strategy become very important to do in order to achieve superior performance and sustainable competitive advantage. This study aimed to analyze the influence of the internal environment, external environment and strategic partnerships for innovation strategy and its impact on SMEs featured sustainable competitive advantage.

The research method used descriptive and verification with a sample of 48 SMEs featured in Pangkalpinang city taken by random sampling. The analysis technique used is the Partial Least Square –Path Method. So the expected findings are as follows: Base Resources Strategy, SME Partnership Strategy, Innovation Strategy and a Model Policy for Development of SMEs in the province of Bangka Belitung. Results showed internal environment to have the most dominant in influencing sustainable competitive advantage, followed by the external environment and innovation strategies. The partnership strategy has not a significant effect on sustainable competitive advantage, but to the innovation strategy, strategic partnerships have a positive effect. In addition to strategic partnerships, internal environment and the external environment also affect the innovation strategy of SME Pangkalpinang city.

Keywords: Internal Environment, External Environment, Partnerships Strategy, Innovation Strategy and Sustainable Competitive Advantage.

1. INTRODUCTION

The environment faced by the current entrepreneurial has changed a lot. Therefore, companies need to pay attention to the internal and external environment in order to survive competition. In addition to achieving sustainable competitive advantage, according to Hao Ma (2004) is to gather resources with partners to increase the power of form alliances with others in dealing with third parties, join multiple alliances to gain a wider expansion.

Sustainable competitive advantage becomes the last keyword to see the final performance of a business. So it’s not a short term performance is assessed but long-term performance which means referring to the business continuity with an ever increasing level of profit. Next also said (Man et all, 2008 p. 130) sustainable competitive advantages are affected besides the internal factors, external factors, entrepreneurial competence and performance of SMEs.

In the province of Bangka Belitung Islands, based on an research result of Indonesia bank with LPPM Bangka Belitung University (2008) in 10 (ten) KPJU/ group seed products services inter-sector province as seen on the table 1.1.
Table 1.1: 10 (ten) KPJU/Group Seed Products Services Inter-Sector Province In 2008

<table>
<thead>
<tr>
<th>No</th>
<th>Commodity Seed</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Capture Fisheries</td>
<td>0.8333</td>
</tr>
<tr>
<td>2</td>
<td>Oil Palm</td>
<td>0.4230</td>
</tr>
<tr>
<td>3</td>
<td>Rubber</td>
<td>0.4048</td>
</tr>
<tr>
<td>4</td>
<td>Fishery Products Processing</td>
<td>0.3847</td>
</tr>
<tr>
<td>5</td>
<td>Wholesale Groceries</td>
<td>0.2476</td>
</tr>
<tr>
<td>6</td>
<td>The Cultivation of Freshwater Fishes</td>
<td>0.1819</td>
</tr>
<tr>
<td>7</td>
<td>Peper</td>
<td>0.1302</td>
</tr>
<tr>
<td>8</td>
<td>The Cultivation of Kerapu</td>
<td>0.1282</td>
</tr>
<tr>
<td>9</td>
<td>Restaurant/Food Stalls</td>
<td>0.1035</td>
</tr>
<tr>
<td>10</td>
<td>Hotel/Inns</td>
<td>0.0891</td>
</tr>
</tbody>
</table>

Source: research results of basic research the economic potential of the area/Baseline Economic Survey (Bls) within the framework of the development of the main commodity of micro, small And medium enterprises (SMEs), in the province of Bangka Belitung Islands (2008)

From the table above that all superior products for SMES in the province of Bangka Belitung Islands is in addition to the products is environmentally friendly is also based on natural resources, the product is not widely known outside of Bangka Moreover export to foreign countries (except black pepper), if a superior product was developed then it could be one way to get out of the lead problem “Tin” is still coiled Bangka and Belitung.

The problems encountered by SMES practitioners in Pangkalpinang city as a capital city of a province is still limited owned and pre-sighted, technology also to capital, who are still small packaging design less innovative, unique and all this because of low observation of its external and internal and environmental partnership strategy that has not yet been established. For that required partnership strategy, with various parties as stakeholders of Pangkalpinang city.

Based on the above phenomenon, this study takes a central theme:”Excellence SME’s Sustainable in Pangkalpinang city competing through its performance, by managing the strategy of innovation, Environmental Partnerships Strategy, Internal and external environment”. So according to the background research, then reformulated the problem as follows:
1. How do environmental influences internal and external environment, strategic partnerships, innovation strategy in Pangkalpinang city.
2. How do environmental influences internal and external environment, strategic partnerships, sustainable competitive advantages of SME’s Flagship in Pangkalpinang city.
3. How to influence innovation strategy of competing superiority of SME’s Flagship Sustainable in Pangkalpinang city.

2. RESEARCH OBJECTIVES

Based on past experience and the identification of problems on the research objectives are:
1. Analyses the influence of the internal environment, external environment, strategic partnerships, innovation strategy in Pangkalpinang city.
2. Measure and analyze the influence of internal environment, external environment, strategic partnerships, sustainable competitive advantages of SME’s Flagship in Pangkalpinang city.
3. Measure and analyze the influence of innovation strategies of sustainable competitive advantages flagship SME Cooperation in Pangkalpinang city.

3. FRAMEWORK OF THOUGHT AND HYPOTHESIS

This research framework of thought can be plotted on the chart 3.1 where illustrates that became a staple of this research is “the Excellence of sustainable Competitive SMEs in Pangkalpinang city. Through the Innovation Strategy by designing the Environmental Partnership Strategy, Internal and external environment”. Bangka Belitung islands province is an area of the Islands is of course the development of his business was greatly influenced by the external environment. In addition to internal environmental influences

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and strategies of partnership as well as the determinants of innovation, this is because the competition has been so tight and the need for SMES to get support by many institutions, both Government and private sector in development. The innovation strategy is declared to be the most important determinant for sustainable competitive advantage gained from SMES if you want to be a winner in the marketplace in both the local and national level and even internationally.

![Diagram of SMES innovation strategy framework]

From the framework of thought, then compiled a hypothesis as follows:
1. The internal Environment, external environment, and partnership strategies affect the SME innovation strategies in Pangkalpinang city.
2. The internal environment, external environment, and partnership strategies affect the sustainable competitive advantage of SMES in Pangkalpinang city.
3. Innovation Strategy affect the sustainable competitive advantage of SMES in Pangkalpinang city.

4. RESEARCH METHODS

For researching more about the influence between the variables then this research was designed using the verification properties. In this research analysis technique used is Partial Least Squares Path-Modeling. So associated with hypothesis testing, engineering the most appropriate sample sizes used is power analysis. MacCallum (1996). The structural Model in this study is a model of causality between the latent variables according to the hypotheses on previous chapters. The method PLS-Path Model is used as an alternative to the completion of the structural equations where the settlement with LISREL relative complex, including any abnormalities of the data, the sample size is relatively small so the LISREL does not provide a good solution for structural equation model for settlement. The main purpose of the application of PLS is to predict. In addition to predicting, another goal of the PLS is to confirm the theory and explains the relationship between the presence or absence of the latent variables. The focus in the variance of maximizing PLS variables the dependent variables that are described by its independent variables as placeholders in the covariance matrix yields empiric.
Various limitations often encountered when using LISREL researchers in structural equation models to become one of the factors causing the growing use of Partial Least Squares Path Modeling in structural equation models especially in marketing research. Calculation of sample size with power test performed using Statistic Software 7.0, so the sample size is at least that should be taken in this study as much as 60 units of the respondents. But from a questioner who propagated only 48 questioner who returned and processed in this research.

5. RESULTS AND DISCUSSIONS

5.1. The Industry Of Micro, Small And Medium Enterprises In Pangkalpinang City Industrial

Development and its development is an attempt to increase the added value, extending the field and job opportunities, providing quality goods and services at competitive prices in the domestic market and abroad, increasing exports, supporting local development and other development sectors as well as simultaneously developing technology capabilities. Agricultural products and mining are processed into products such as industrial goods of wood, rubber, ceramic and others.

Based on data from the Department of industry, Commerce, cooperatives and small and medium enterprises in Pangkalpinang city, by 2011 the number of units of the small and medium industrial enterprises totaled 612 shaped, which is capable of absorbing manpower 3.171 people.

When viewing the development of the industry for a decade and the Economic Census results can be seen in 1996 and 2006. The number of industrial enterprises as much as 1192 shaped in 1996, and has decreased quite markedly into the 2006 effort. 968 This decrease was caused partly because the merger efforts into larger enterprises (mergers), there are businesses that were already closed and the existence of differences in the methodology used as well as the differences in the classification effort. Whereas the development of labor from 3,275 people in 1996 to 4,819 people in 2006. Thus means the industry business has decreased on average by 18.79 percent per year, instead of growing labor 45.40 percent per year.

5.2. Analysis of verification.

Analysis of suitability of the model indicates that the proposed research fits models with data indicating that the models were constructed in accordance with reality. The complete research model can be described as follows:

![Structural Model Diagram](image-url)
After done with significant levels of hypothesis testing of 5% and concludes that the internal environment variable, environment variables, and external partnerships strategy provide innovation strategy, an impact on subsequent interpretation of the results. Sub model structure first explains the influences of environmental variables are internal, external and environmental partnership strategy towards innovation strategy. Results of analysis showed that the external environment variable is the variable that most of its effects on innovation strategies that achieve the standard derivation 0.309 followed by internal environment variables with the huge influence of 0.284. Variables that influence most small innovation strategy is a strategy of partnerships i.e. variable reaches the standard derivation 0.277 as presented in the following figure:

These results illustrate that the changes to the innovation strategy is related to the external environment variables as well as internal environment but less so predominantly influenced by the partnership strategy. Analysis of model of kindness coefficient determination value of 0.633 show model is a good model with variable proportions of diversity for innovation strategies capable of sub model is described by the first structure by the internal environment variables, and external environment strategy partnership reached 63%.

Next up for the second structure model sub explained that the significant influence the internal environment variables and variables significant innovation strategies at the level of 5% to sustainable competitive advantage, and at the influence of the external environment variables significant at the level of 10% with respect to sustainable competitive advantage. Results of the analysis show that variable does not affect partnership strategies at competitive advantage is sustainable. The most influential variables of sustainable competitive advantage is the internal environment variables with the direct effects of 0.569 next followed by the innovation strategy variables with immediate effect of 0.252 standard deviation, influence the external environment variables of 0.158 standard deviation as depicted in the following picture:
In addition to providing direct effect, the internal environment variables, external environment, and innovation strategies of competitive advantage also provide indirect influences so that it can be counted a total of three such variables influence towards a sustainable competitive advantage.

**Table 4.1 Direct Effect, Un Direct Effect and Total**

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.Internal</td>
<td>0.57</td>
<td>0.07</td>
<td>0.64</td>
</tr>
<tr>
<td>E.Eksternal</td>
<td>0.16</td>
<td>0.08</td>
<td>0.24</td>
</tr>
<tr>
<td>Str.Inovasi</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
</tr>
</tbody>
</table>

Source: Processed Data Research (2012)

Results of analysis showed that the internal environment variables provide total impact on sustainable competitive advantage reached 0.64 of standard deviation and external environment achieved a 0.24 standard deviation and innovation strategy variable reach 0.25 of standard deviation. These results indicate that the internal environment provide the most dominant impact in influencing sustainable competitive advantages.

**6. CONCLUSIONS AND SUGGESTIONS**

**6.1. Conclusions**

Based on the discussion, then the conclusion of this study is as follows:

There is a positive influence both simultaneously as well as internal environment between partial, external environment, and the partnership strategy of innovation strategies. The environmental sector support means more internal, external and environmental partnership strategy which is being built by all stakeholders of existing SMES in Pangkalpinang city then innovations will be higher and well, especially with regards to the innovation of its products. External environment variable is the variable that most of its effects on innovation strategies that achieve 0.309 standard deviation which was followed by a huge variable with internal environmental influence of 0.284. Variables that influence most small its influence on innovation strategy is a strategy of partnerships i.e. variable reach 0.277 standards deviation.

There is a simultaneous influence of internal environment, external environment, strategic partnerships and innovation strategies of sustainable competitive advantage. As for the partial of internal environment
variables and innovation strategies at the level of significance of 5% effect on sustainable competitive advantage and to the significant influence of external environmental variable to the sustainable competitive advantages on a significant level of 10%. On partnership strategies variable does not provide significant influence towards sustainable competitive advantages of variables. This is because the partnership programs conducted by STATE and local governments have yet to touch the roots of the problems of the SME itself so it does not have a significant impact to their advantage.

The internal Environment provide the most dominant impact in influencing sustainable competitive advantage, followed by the external environment and the innovation strategy.

6.2. Suggestions

Based on the conclusions above, recommendations are given for research:

Advanced research, especially research area needs to be expanded not only for Pangkalpinang city, but also coverage of Bangka Belitung Islands Province. Variables such as the entrepreneur's value system need to be included in a follow-up study, this is due to differences in value systems it is possible to affect the competitiveness of SMEs. In addition to sustainable competitive advantages, variable customer satisfaction and loyalty are important consumers is measured, this is due to the quality of services have not been optimally conducted SMES today.

For SMEs, so as to improve in Pangkalpinang city on environmental quality internal information system usage primarily in business, for the external environment in order to better take into account economic factors, as well as suppliers of labor. In the partnership strategies need for SMES to develop strategic alliances with various parties so that the quantity or the quality will be better. Innovation process, although it has been continuously improved in order to promote efficiency and effectiveness, thereby reducing operational costs and competitive prices of its products. To increase competitive advantage, it is very important that programs relating to taking care of customers so that their loyalty is getting stronger.

For the Government of Pangkalpinang city, to support internal environment of SMES needs to be made more intensive assistance to them by including academics from tertiary institutions to become involved. The external environment is a very important safeguard economic condition primarily to inflation so that purchasing power is always awake and higher economic growth. Having trouble finding a qualified workforce needs to be addressed seriously by providing training to jobseekers in Pangkalpinang city.

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