MSMEs PERFORMANCE INCREASING BASED ON SWOT ANALYSIS

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Abstract: **The Objective of this study is to develop a SWOT analysis and strategies for improving MSMEs performance based on SWOT analysis. This type of study is descriptif which describes the advantages, weaknesses, opportunities and threats faced by MSMEs in Karangasem Regency. The type of data used primary and secondary data collected by documentation, interviews, and in-depth interviews. The population of the study is all MSMEs actors who are craftsmen, ate and bamboo plaiting, processing coconut shells and wood carvings. The samples were determined by proportional random sampling. Data were analyzed qualitatively and SWOT analysis. The results show that the strength possessed by MSMEs were: availability of raw materials and labour with relativly cheap price, the quality of product is very good, the weaknesses that MSMEs have were: the amount of quality labour was still low, product design less innovative and limited market information, the opportunities they have were: getting capital assistance in the form of soft loans from Village Owned Enterprise, attention from the government especially training and mentoring and threats encountered by MSMEs were: strictly competition and low of economic condition. The four strategies that were used for increasing the performance of MSMEs were based on the results of the SWOT analysis, were: *first* SO strategy by maintaining product quality by utilizing Village Owned Enterptrise assistance and government training, *both* WO strategies compile online marketing programs and increase product design innovation and creativity , *three* ST strategies optimize the availability of raw materials and relatively cheap labor to win the competition and *four* WT strategies increase the creativity of product design and looking for new market share.**

Keywords: **Performance, MSMEs, Analysis, SWOT.**

I.   INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are business units that contribute greatly to development, especially in the form of employment and foreign exchange earners. MSMEs serve as the foundation of the Indonesian economy which affects the economy, so that the existence of MSMEs must be supported by various programs aimed at developing them, both from the government and the private sector (Bismala, 2014). Small businesses and the informal sector have shown their participation in the national economy in various contributions both in terms of macro and micro (Winarni, 2009). MSMEs have an important role in development and economic growth, not only in developing countries such as Indonesia, but also in developed countries such as Japan, the United States and European countries (Mulyanisman, 2012).

MSMEs need to get attention from the government, because MSMEs are expected to be able to absorb a lot of energy and have a very large number of business units, with the ability to absorb a large and dominant workforce in this business unit allowing MSMEs to intensively use local natural resources. The existence of MSMEs which are generally spread in rural areas, is expected to have a positive impact on employment in rural areas, equity, income distribution, which can indirectly help the government in alleviating poverty in rural communities, and reducing the movement of people from villages to cities which ultimately does not directly help the government improve the welfare of rural communities and reduce the slums of the city face. The problem of MSMEs in Bali Province in general is not much different from the problems experienced by MSMEs in Indonesia, they are: low managerial ability (in terms of production, raw materials, administration and finance), low commitment in fulfilling customer orders, (in design and product quality, supply instability and prices of raw materials or other supporting materials) and low access to financing sources. The government

has dealt with this matter through various empowerment programs for MSMEs, in the form of funding, partnerships, training, mentoring and others, but empirical facts show that MSMEs in Bali have not developed optimally (Wimba, 2015).

The existence of MSMEs in the Province of Bali as one of the supporters of the tourism sector is favored in increasing local revenue. The role of MSMEs in this case is to provide added value to increase the attractiveness of tourism, assist the government in the provision of tourism facilities and infrastructure, which ultimately contributes also to improving tourism in both domestic and foreign tourism. In general, most MSMEs produce products in the form of souvenirs and food for tourists visiting Bali. The existence of MSMEs in Bali Province in terms of the growth of business units, employment, investment value, production value and the value of the use of raw materials and other supporting materials over the past five years, are presented in Table 1

Table 1: The Development OF MSMEs Province Of Bali 2012-2016

Number	Year	Business Units	Employes (man)	Investment value (million)	Production Value (million)	Rm/Am Value (million)
1	2012	8.406	77.829	2.687.105	4.111.678	1.646.726
2	2013	8.706	79.280	3.654.509	7.164.493	1.554.551
3	2014	9.061	84.954	4.459.169	9.248.732.	2.848.612
4	2015	9.418	87.784	6.339.054	9.445.561	3.338.890
5	2016	9.788	86.590	5.289.488	7.950.448	4.162.119

Source: Department of Industry and Commerce-Province of Bali (2017) Note:Rw=Raw material, Am=Auxiliary material

Data in Table 1 shows that, over a period of five years, the number of business units and the total value of the use of raw materials/auxiliary materials continued to increase, but the absorption of labor, investment value and production value in 2016 decreased slightly this indicates, in general the performance of MSMEs in the Province of Bali has decreased, so it needs to be examined critically with anticipatory steps so as not to cause more seriously problems. MSMEs in Bali Province spread in nine regency/cities. Data on investment value, production value, number of workers, number of business units and the average age of MSMEs owner in each regency/city in Bali Province are presented in Table 2

Table 2: Data MSMES Bali Province

No	Regency	Investation Value Rp (000)	Production Value Rp (000)	Number of Labour (orang)	Number Of Unit Business	Average Of Labur Age (th)
1	Jembrana	73.933.433	429.536.074	8.712	1.750	18
2	Tabanan	542.345.198	567.236.330	7.606	878	2
3	Denpasar	283.412.455	1.418.492.548	30.974	4.074	-
4	Badung	72.444.562	1.246.268.358	14.943	1.230	23
5	Gianyar	2.989.867.354	4.841.849.850	15.058	943	15
6	Bangli	25.371.071	363.330.010	11.741	4.167	14
7	Karangasem	24.737.579	32.213.224	4.210	512	16
8	Klungkung	29.274.729	92.890.481	4.617	461	16
9	Buleleng	22.012.121	183.092.572	6.220	977	15

Source: Department of Industry and Commerce-Province of Bali, 2017- data not available

Data in Table 2 shows that the highest investment value and production value of MSMEs are Gianyar Regency, as seen from the highest employment rate of 30,974 people found in the MSMEs of Denpasar City. The lowest value of production and labor absorption is in Karangasem Regency, this shows that the performance of MSMEs in Karangasem Regency is the lowest compared to the other eight regency/cities. In-depth analysis of the still low performance of MSMEs in Karangasem Regency is important to do, in order to find out the weaknesses and opportunities available to improve performance in the next year. One analysis tool that can be used to analyze the existence of MSMEs in the Regency in Karangasem is a SWOT analysis.

MSMES in Karangasem Regency consists of 55 types of businesses, grouped in 1) Group of craftsmen consisting of plaiting craftsmen (ate, bamboo), coconut shell craftsmen, wood carvings, silver handicrafts, mini jukung craftsmen, and wooden sculptures, 2) Business groups building materials consist of concrete brick industry, brick, padas, taro and trellis / iron fence, 3) food and beverage group consisting of dodol food industry, bali snacks, crackers, salt, brown sugar, beans, chips, fermented soybean cake, cassava cake, rice flour, fish processing, coconut oil, packaged beverages, processing palm wine and food stalls, 4) Textile groups consisting of embroidery, screen printing, cagcag weaving, convection/tailor and garment, 5) Other industries consist of pillow cushions, kites, paintings, knife blades and photo copies.

The results of interviews with the the employ of industry and trade offices of Karangasem Regency show that the group of craftsmen industry that most often gets asistance and support from the goverment, because this group produces tourism supporting products in the district and absorbs relatively more labor. This condition encourages SWOT analysis of MSMEs in Karangasem regency to focus on groups of craftsmen, weaving, woven bamboo, coconut shells and wood carvings.

Research Questions:

1. What is the result of the SWOT analysis on MSMEs in Karangasem Regency?

2. How is the strategy to improve the performance of MSMEs based on SWOT analysis in Karangasem Regency?

Research Purposes:

1. Conducting a SWOT analysis of MSMEs in Karangasem Regency.

2. Develop strategies for improving the performance of MSMEs based on SWOT analysis in Karangasem Regency.

II.   LITERATURE REVIEW

A. MSMEs

The definition of MSMEs set by BPS (Central Institution of Statistics) based on the number of workers, for small businesses amounting to five to nineteen people, while medium businesses ranged from twenty to ninety-nine workers (Rahmana, 2009). The definition of MSMEs above is in accordance with the definition of MSMEs that is applied to the Asian Development Bank (ADB) (Larasati, 2011). MSMEs have special characteristics that differentiate them from large types of businesses, including characteristics that differentiate micro-enterprises, small businesses, and medium-sized businesses themselves. MSMEs in Indonesia are more than one third (34.5 percent) managed by workers aged over 45 years, and only around 5.2 percent of MSMEs entrepreneurs are under 25 years of age (Tambunan, 2009). The labor needed by small industries does not require high formal education. Most of the labor needed by the industry is based on experience (learning by doing) which is related to the historical factor (path dependence) (Sulistyastuti, 2004). The structure of entrepreneurs according to the level of formal education suggests that there is a positive relationship between the level of education of the average entrepreneur and the business scale, meaning that the larger the business scale, which is generally positively associated with the level of business complexity that requires high skills and broader business insight, the more entrepreneurs with tertiary formal education (Tambunan, 2009). Most MSMEs entrepreneurs revealed the reason for their business activities being economic background, meaning that this business was carried out as an effort to obtain income improvements and or was a strategy for survival, this condition was due to the low level of education of entrepreneurs.

MSMEs business is carried out on the grounds that there are no other types of work that can be done with a relatively low level of formal education (Tambunan, 2009). Some entrepreneurs run businesses by considering future business prospects, such as the presence of safe and large opportunities and market share, however, some others reveal a background of ancestry, meaning continuing family inheritance business. Indonesia has many MSMEs, but not all of these MSMEs are legal entities, most of the existing MSMEs, which are around 95.1 percent of the number of business units that are not legal entities, this condition is acceptable with the reason that most MSMEs have very minimal capital and complicated regulation for obtaining services in the development of its business. The characteristics of MSMEs are the use of local raw materials. The existence of MSMEs is often related to the high intensity of use of local raw materials, for example MSMEs crafting Jepara carving furniture typical of batik from Pekalongan and various other superior local commodities that are used as raw materials in the business (Sulistyastuti, 2004).

B. Performance:

Performance can be an individual appearance or group work. The description of the performance involves three important components, they are: objectives, size and assessment. Determining the goals of each organizational unit is a strategy to improve performance. This objective will give direction and influence how the work behavior should be expected by the organization towards each personnel. Even so, goal setting is not enough, because it requires a measure of whether someone has achieved the expected performance. Factors that influence performance are abbreviated to "ACHIEVE" which means Ability (ability that can be developed), Capacity (ability that has been determined/limited), Help (assistance for the realization of perfomance), Incentive (material and non-material incentives), Environment(employee's workplace environment), Validity (guidelines/instructions and job descriptions) and Evaluation (work feedback) (Notoatmodjo, 2009). Performance is a contextual concept related to the phenomenon being studied, so that the steps used to represent performance are selected based on the state of the company being observed. Performance appraisal is an important activity for a company as a process of evaluating all its activities. Performance appraisal is often a problem because performance appraisal is only intended to evaluate only and override other objectives such as the purpose of developing competencies and individual goals in carrying out tasks and other objectives.

C. SWOT Analysis:

SWOT Analysis is an analytical technique that identifies various factors systematically to formulate a strategy. This analysis is based on logic that can maximize strengths and opportunities but can simultaneously minimize weaknesses and threats (Lestari, 2014). SWOT analysis is commonly used to evaluate opportunities and challenges in the business and internal environment of the company (Rahmana et al. 2017). SWOT matrix construction is needed to facilitate the implementation of SWOT analysis, by combining factors of strengths, weaknesses, opportunities and threats. 1) The SWOT matrix consists of analysis: a) SO (Strength-Opportunities) is by using internal strength to take advantage of external opportunities. b) WO (Weakness-Opportunities) which aims to improve internal weaknesses by utilizing external opportunities. c) ST (Strength-Threats) that is by using internal forces to avoid or reduce the influence of external threats. d) WT (Weaknesess-Threats) is a defensive strategy directed at reducing internal weaknesses and avoiding internal threats. The preparation of a SWOT matrix consists of eight steps that must be carried out, they are: a) write external opportunities, b) write external threats, c) write internal strengths, d) write internal weaknesses, e). match internal strengths with external opportunities and record SO strategies in the specified cell, f) match internal weaknesses with external opportunities and record WO strategies in the specified cell, g) match internal strengths with external threats and record ST strategies in the specified cell, h) match internal weaknesses with external threats and record the WT strategy in the specified cell (Amalia et al. 2017). The SWOT matrix is presented in Table 3

Table 3: Matrix of SWOT Analysis

Internal Factor / External Factor	Strengths (S) (List All Of Strengths)	Weakness (W) (List All Of Weakness)
Opportunities (O) (List All Of Opportunities)	Strategi SO (Growth)	Strategi WO (Stability)
Threats (T) (List All Of Threats)	Strategi ST (Diversification)	Strategi WT (Defend)

Rahmana, et al (2017)

There are four strategies that can be identified from the SWOT analysis matrix presented in Table 3, they are: first the SO strategy which is a strategy to use all the power that is owned to take advantage of opportunities. Second, the WO strategy is a strategy to overcome all weaknesses by utilizing the opportunities that exist. Third, the ST strategy, which is a strategy to use all forces to avoid threats. Fourth, the WT strategy is a strategy to suppress all weaknesses and prevent all threats.

III. RESEARCH METHODS

This study is a descriptive study, that research to determine independent varable values, either one variable or more (independent) without making comparisons, or connecting with other variables (Sugiyono, 2009). This type of research is descriptive which describes the strength, weaknesses, opportunities and threats encountered by MSMEs in Karangasem Regency. The type of data used in this study consisted of: primary data, they are data on the strengths, weaknesses, opportunities and threats encountered by MSMEs in Karangasem Regency and information about Craftmen groups that were most often received training/guidance from the Industry and Trade Office of Karangasem Regency. Secondary data is the data of MSMEs in Bali Province obtained from the Industry and Trade Office of Bali Province, data on MSMES in Karangasem District obtained from the Industry and Trade Office of the Karangasem Regency.

Data collection techniques used in this study are: documentation, the data obtained by the documentation method in this study is the data of MSMEs in Bali Province and in Karangasem Regency. The interview in this study was carried out with the head of the MSMEs data collection section in Karangasem Regency. The type of interviews conducted: in-depth interviews, researchers conducted in-depth interviews through semiformal interviews with research informants, they are MSMEs owner, especially woven craftsmen, woven bamboo, coconut shells and wood carvings. The population was all woven craftsmen, bamboo plaits, coconut shell processing craftsmen and wood carving craftsmen in Karangasem Regency. Determination of the sample is carried out by proportional random sampling, which is the method of sampling based on the representation of population distribution in each sub group, then choosing at the next stage members of the sample randomly. Determination of the sample using probability sampling, especially proportional random sampling, using the Slovin formula, the calculation of the number of samples in this study as follows.

$$n = \frac{N}{1+Ne^2} \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots 1$$

Note:

N = Number of population

n = Number of sampel

 e = error tolerance

Data from the Industry and Trade Office of Karangasem Regency showed the number of Ate Plaiting Craftsmen, Bamboo Plaiting, Coconut Shell and Wood Carving in Karangasem Regency were 3,415 business units, then using the Slovin formula with an error rate of 10 percent, the number of samples became:

$$n = \frac{3.415}{1+3.415\,(0,1)^2} \qquad n = 97$$

The results of the calculation show that the sample size is 97 units of ate plaiting craftmen, bamboo plaiting, coconut shells and wood carvings, using proportional cluster random sampling, proportional distribution of samples in each cluster or area, name of sub-districts and groups of craftsmen in Karangasem Regency presented in Table 4 and Table 5

Table 4: Distribution of Population and Samples in Each District and Each Group of Craftsmen in Karangasem Regency

Name Of District	Type of craftmen (unit)				Number Of Population	Number Of sampel
	Ate Plaiting	Bamboo Plaiting	Coconut Shell	Wood Carving		
Rendang	1	24	151	11	187	5
Abang	53	493	26	101	673	19
Sidemen	0	2	0	12	14	0
Karangasem	1.308	55	3	19	1.385	39
Selat	134	567	0	26	727	21

Bebandem	72	47	0	25	144	4
Kubu	0	185	0	13	198	6
Manggis	68	6	1	12	87	3
Total	1.636	1.379	181	219	3.415	97

Source: Industry and Trade Office Of Karangasem Regency, 2018 (data processed)

The distribution of samples to each type of industry in each sub-district is presented in Table 5

Table 5: The distribution of samples to each type of industry in each sub-district

Name Of Regency	Type Of Craftmen (unit)				Total
	Ate Plaiting	Bamboo Plaiting	Coconut Shell	Wood Carving	
Rendang	0	1	4	0	5
Abang	1	14	1	3	19
Sidemen	0	0	0	0	0
Karangasem	37	2	0	1	39
Selat	4	16	0	1	21
Bebandem	2	1	0	1	4
Kubu	0	6	0	0	6
Manggis	2	0	0	0	3
Total	46	40	5	6	97

Source: Data in Table 4

The distribution of samples in each district and each craftsmen proportionally based on the region and type of business with the consideration of providing opportunities to all craftsmen in all sub-districts. Data analysis techniques used in this study are: 1) Descriptive analysis techniques with a qualitative approach that is by giving an overview of data or events based on facts that appear in the situation and object being investigated, the research process carried out through measurement with standard tools is SWOT matrix. 2) SWOT matrix analyzing the strengths, weaknesses, opportunities and threats encountered by craftsmen. 3) The results of the SWOT analysis are used as a basis for developing models for improving the performance of craftsmen.

IV. RESULTS AND DISCUSSION

A. SWOT Analysis of MSME Performance

MSMEs in Karangasem Regency consists of various types of industrial groups, one of which is a group of craftsmen. The group of craftsmen most often gets asistance and support from the District Industry and Trade Office because the reason for producing more products that support tourism and absorb more workers is ate plaiting craftsmen, bamboo plaiting, coconut shells and wood carvings. The craftsmen who were the sample of this study were 97 craftsmen consisting of 46 ate plaiters, 40 bamboo plaiters, 5 five coconut shell craftsmen and 6 wood carving craftsmen scattered in eight (8) subdistricts in Karangasem Regency namely Rendang, Abang, Sidemen, Karangasem, Selat, Bebandem, Kubu and Manggis District.

Referring to the steps in preparing the SWOT matrix by Amalia, et al (2017) and based on the results of interviews and in-depth interviews with respondents, the SWOT analysis of craftsmen in Karangasem Regency is as follows:

a) Write external opportunities

External opportunities faced by craftsmen in carrying out their business are:

-Get capital assistance in the form of soft loans from Village Owned Enterptrise

-A lot of attention from the government in the form of training and mentoring programs

b) Write external threats

External threats faced by craftsmen in carrying out their business are:

-Intense competition

- Low economic condition

c) Write internal strength

The internal strength of the craftsmen in carrying out their business is:

- Abundant raw materials at relatively cheap prices

- Labor is always available at relatively cheap prices

-Good product quality

d) Write internal weaknesses

The internal weaknesses of the craftsmen in carrying out their business are:

-The amount of quality labor is still low

-The product design is less innovative and tends to be monotonous

-Information about the market is still limited

e) Match internal strength with external opportunities and record the SO strategy in the specified cell

f) Match internal weaknesses with external opportunities and record WO strategies in the specified cell

g) Match internal forces with external threats and record the ST strategy in the specified cell

h) Match internal weaknesses with external threats and record WT strategies in the specified cell.

The craftsmen's MSMEs SWOT matrix that is prepared based on the steps referred to by Amalia, et al (2017) is presented in Table 6

Table 6: Matrix SWOT Perpomance of MSMEs in Karangasem Regency

INTERNAL FACTOR / EXTERNAL FACTOR	Strength (S) a) Raw materials with relatively cheap price b) Continously of labour with relatively cheap price c) Good quality of product	Weakness (W) a) The amount of quality labour was still low, b) Product design less innovative c) Limited market information
Opportunities (O) a) getting capital assistance in the form of soft loans from Village Owned Enterptrise b) Attention from the government especially training and mentoring programs	STRATEGY SO Utilizing the assistance of Village Owned Enterptrise funds and optimizing the availability of labor to develop businesses Defend good quality pf product by utilizing government training and mentoring programs	STRATEGY WO Follow training and mentoring programs carried out by the government to improve the quality of the labour and increase product innovation and creativity Develop online marketing programs by optimizing soft loans from Village Owned Enterptrise
Threats (T) a) Strictly competition b) Decreasing Of Economic Condition	STRATEGY ST Winning the competition by producing more quality products than competitors. Optimize the use of raw materials and labor that are relatively cheap to be able to survive in low economic condition.	STRATEGY WT Increase creativity and inovation of product. Looking for new market share

Source: Result Of Interview With Craftsmen

B. MSMEs Performance Improvement Strategies Based on SWOT Analysis

SWOT analysis is used as one of the bases to develop models for improving MSMEs performance. SWOT analysis is commonly used to evaluate opportunities and challenges in the business environment and in the internal environment of the company (Kuncoro, 2005). MSMEs Craftsmen in Karangasem Regency are one of the business units that experience low performance problems, although compared to other MSMEs, craftsmen are MSMEs who get the most attention from local governments.

The results of SWOT analysis of craftsmen are used as a basis for developing performance improvement strategies. Referring to the results of the SWOT analysis that has been carried out, there are four strategies that can be taken to be able to improve the performance of MSMEs craftsmen in Karangasem Regency, they are:

1) SO Strategy (Strength-Opportunities)

This strategy seeks to optimize the internal strength of the business to be able to reach available external opportunities. The efforts made in this strategy are:

- Utilizing the assistance of Village Owned Enterptrise funds and optimizing the availability of labor to develop businesses

- Defend good quality pf product by utilizing government training programs

2) WO (Weakness-Opportunities) Strategy

This strategy attempts to improve internal weaknesses to achieve external opportunities. The actions taken in this strategy are:

- Follow training and mentoring programs carried out by the government to improve the quality of the labour and increase product innovation and creativity

- Develop online marketing programs by optimizing soft loans from Village Owned Enterptrise

3) ST Strategy (Strength-Threat)

This strategy optimizes internal strength to deal with external threats. The actions taken in this strategy are:

- Winning the competition by producing more quality products than competitors.

-Optimize the use of raw materials and labor that are relatively inexpensive to be able to survive in low economic condition.

4) WT (Weakness-Threat) Strategy

This strategy minimizes internal weaknesses to deal with external threats. The actions taken in this strategy are:

- Increase product creativity and innovation

- Looking for new market share

V. CONCLUSION AND RECOMENDATION

The conclusions of the study refer to the results and discussion: 1) the results of the SWOT analysis show the strength (S) of the craftsmen group are: they have raw materials with relatively cheap prices, labor that is always available at relatively cheap prices, good product quality. The weaknesses of the craftsmen are still low in quality workforce, product design that is less innovative and market information is still limited. The available opportunities get capital assistance in the form of soft loans from Village Owned Enterptrise, attention from the government in training and mentoring programs. The threat encountered by craftsmen are strickly competition and low economic condition. Weaknesses and threats that encountered by the craftsmen become motivators of craftsmen to keep the spirit of running their business because on the other hand craftsmen have the advantage of abundant raw materials with relatively cheap prices, labor is always available at relatively cheap prices and good product quality. Other motivators are external opportunities, they are capital assistance funds in the form of soft loans from Village Owned Enterptrise and attention from the government in the form of training and mentoring programs. 2) The results of the SWOT analysis were used as the basis for developing strategies for

increasing the performance of craftsmen, they are SO strategy to maintain product quality by utilizing Village Owned Enterptrise assistance and training from the government, WO strategy to make online marketing programs and increase product design innovation and creativity, ST strategy to optimize availability relatively cheap raw materials and labor to win competition and WT strategies increase the creativity of product design and looking for new market share.

Research recommendations are addressed to: 1) Craftsmen should make efforts to increase the quality of the labour by including them in product innovation training and make online marketing program 2) The government is expected to continue to conduct training and mentoring program, training should not be focused on the production sector but also in the marketing sector by cooperating with other parties such as universities, Village Owned Enterptrise are also expected to continue funding the craftsmen's business to advance the economy growth in the village.

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