

Small-Medium Enterprise Competitiveness Strategy: An Approach to Batik Tulis Garutan Industry

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— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

ASEAN Free Trade Area (AFTA) has made it easy for industry to sell their products. However, it also makes the competition for the industry stronger than before, especially for small and medium enterprises. Indonesia has unique products, one of which is called Batik Tulis Garutan. It needs to be developed to face AFTA so that it can become more successful and well-known in the world market. This paper explores further about the factors creating the competitiveness and what strategy formulation is effective for Batik Tulis Garutan as a small-medium industry. Data were obtained from 55 participants who have worked in Batik Tulis Garutan small and medium enterprises for at least five years and were collected by questionnaires. The data were then processed and analyzed by MSA and Bartlett's Test of Sphericity. From 20 variables that have been questioned, this paper obtained 10 variables that are used to formulate four strategies. These four factors are distribution improvement strategies, product development strategies, marketing strategies and technology usage strategies. This paper contains analyses for a new approach about the factors creating competitiveness for small-medium industry and can also be developed for future research.

Keywords: Competitiveness, Management Strategy, Batik Tulis Garutan, Small and Medium Enterprises

1. INTRODUCTION

Asian Free Trade Area (AFTA) can be an opportunity or even a threat for industry to sell its products. Some researches conclude that AFTA gives effects to the industry or company located in ASEAN countries and its economic trade partners (Ahmad, Zakuan, Jusoh, Yusof, & Takala, 2013; Irshad & Xin, 2014; Isono & Fukunaga, 2015; Yang & Martinez-Zarzoso, 2014; Wong, Liew, & Arip, 2017). ASEAN free trade areas influence all kinds of industry in every ASEAN country – from a big company to a small and medium enterprise in various fields.

AFTA also makes a local industry not only competes with industries in its region but also competes in other country's industry because there is a high competition among the same product category in AFTA countries and it makes the competition even more

intense (Pratikna & Gamayanto, 2017; Hamid & Aslam, 2017) and to go into the global market, the small and medium enterprises need more effective strategies (Rifai, Indrihastuti, Sayekti, & Gunawan, 2016). In that case a local industry also needs to make strategies for facing AFTA successfully. One of local industries that has a potential trade is Batik tulis garutan. It is a unique handmade textile product. This uniqueness comes from how it is made and the pattern written on the fabric. *Tulis* itself means “write” in Indonesian. The analysis of the business environment of batik tulis garutan is needed for developing the strategies. Environment is one of several things that influence the performance of an industry (Prajogo & Oke, 2016; Vij & Bedi, 2016). Batik tulis garutan is a heritage inherited from generation to generation and developed even before Indonesian independence. In the past Batik tulis garutan was a part of Sundanese traditional clothing.

As time goes by, batik tulis garutan has developed. It experienced its peak time in 1967-1985. Then, it was used by government officials in Indonesia. In today’s era, it is not just a piece of cloth / sinjang, but it has developed into a fashionable trend in clothing.

The goals of this research are first, to look for a competitiveness factor in batik tulis garutan industry based on business environment. Second, to explore strategies to develop batik tulis garutan industry to compete in ASEAN Free Trade Area. The method used in this research is theoretical research and statistical research.

2. LITERATURE REVIEW

The business environment is always useful for analyzing the needs of an industry. There are two kinds of environment that affect a business: external environment and internal environment. Smith (2016) makes a review about dimension that often identified as an external factor of business environment:

1. Economic dimension

This dimension discusses all economic conditions that can influence business. Money is an important thing for every business looking for profit so the cycle of money is one of the important things for business, especially if we discuss about importing our products or exporting a supply for our products. The fluctuation of currency is also important in this dimension and the prices from the resources suppliers also play an important role.

2. Competitive dimension

This dimension discusses the competition among entrepreneurs. Li (2011) claimed that the competition among the four dimensions is competitors, competing objects, competitive capability and competed results. They are new competitors, compliment products, and the competition between the competitors itself.

3. Political dimension

Government plays an essential role in every business in their country and it also applies to small and medium enterprises. The government regulation will influence the industry regulation for a lot of things such as employment, product prices, market, etc. Besides that, the government can also be a potential market for products. The government can make a regulation for their employees to use a local brand for their products to work. The government can also be a way to market about how good the product qualities are.

4. Sociocultural dimension

Customers’ lifestyle can be affected by their cultural environment. They use it as a data to target a potential market for the products. In some companies, a bargain culture still

exists so that it can affect the price we get from the suppliers and the price we give to the customers.

5. Technological dimension

Technology can help industry to develop its products. Technology can help the industry find an innovation so its products are not outdated by another industry. It can also be a place for advertising the products and also selling the products. Internal environment is anything in the industry's intern, such as:

1. Product

Product innovation can persuade consumers to come and choose the products so it is important to develop an innovation for the products. The resources for the products and industry's assets can also improve qualities of a product.

2. Management process

The processes that occur in the industry are also important. They can be used for making decisions about target market, marketing mix, schedule of production and operation, human resources on the industry and financial management.

Porter's generic strategies are often used by a researcher as a base to look into competitive strategy. They are based on three things: cost leadership, differentiation, and focus (Porter M. E., 1980; Porter M. E., 1998). Below is the definition of each dimension based on David and David (2017):

1. Cost leadership discusses how an enterprise manages to effectively flow its industrial cost. There are some things we need to consider for completing these strategies. For the business environment there are the technology, customer, suppliers, marketing and distribution, production management, production and operation management and financial and accounting management.
2. Differentiation discusses how the enterprises make differences between themselves and others with the same products. This dimension looks for a competitor and its competition and develops an innovation.
3. Focus discusses how the enterprises manage the targets of their market area. It is affected by cultural, government and target market/potential market.

3. METHODS

3.1. Sample

The population of this study is the businesspeople of Batik Tulis Garutan in Garut district with a total of 11 small and medium enterprises that are still producing continuously five years ago up to the present. The method for sampling that we used is non-probability sampling, purposive sampling methods because the characteristic of this research is homogeneous (Etikan, 2016) – the owners or employees have been in Batik Tulisan Garut industry for at least five years. In each small and medium enterprise, five samples are taken so that there are 55 respondents who are owners, managers and employees who have worked for more than five years.

3.2. Measurements

This study used interviews with owners and employees of commerce and industry in Garut Regency and also self-reporting questionnaires. The questionnaire contains statement items using a Likert scale with five points, namely 1 (strongly disagree) to 5 (strongly agree). The questionnaire consists of two parts, namely self-identity for the demographic description of the respondents containing gender, age and

educational background while the second section contains choices of one to five points regarding the variables used. The variables used are based on the results of observation and interviews that produce 20 variables, namely consumers' lifestyle, fluctuations in rupiah exchange rate, usage of internet technology, government involvement through policies and regulations issued, the government as a potential market for batik tulis garutan products, customers' loyalty, the bargaining power of buyers, the bargaining power of suppliers, the threat of entry of new players, the threat of substitute products, the competitiveness level of competition among existing competitors, market share, implementation of marketing mix, product differentiation and innovation, companies that have regular production and operation schedules, capital as the most important resource, raw materials that are easy to obtain, companies that have difficulties getting employees, professional companies in managing finances, usage of accounting methods in corporate financial activities.

From the data obtained we carried out factor analysis that is an analysis with multi-variation statistical procedures that are usually used in the interpretation of self-reporting questionnaires (Williams, Onsmann, & Brown, 2010). In this case, the purpose of factor analysis in this study is to identify the existence of relationship between variables and factors of those variables. In this study, exploratory factor analysis will be used where latent variables will be formed from existing variables and form new factors.

The factors formed will later be interpreted according to the constructs formed and help to build a new theory. The stages to be carried out are determining the variables to be analyzed, testing the variables using Barlett's test of sphericity and measuring measurements of sampling adequacy, decreasing the factors of the variables that have passed the test, then clarifying the variables that enter into the factor from the factor rotation and doing an interpretation of the factors that have been formed.

4. RESULTS AND DISCUSSION

From the results of interviews and observation 20 variables as forming factors of competitiveness in the small and medium industries of batik tulis Garutan are formed. These twenty variables are consumers' lifestyle, fluctuations in rupiah exchange rate, usage of internal technology, government involvement through policies and regulations issued, the government as a potential market for batik garutan products, customers' loyalty, buyers' bargaining power, suppliers' bargaining power, threat of entry of new players, threat of substitute products, the competitiveness level of competition among existing competitors, the company's market share, implementation of marketing mix, companies that make product differentiation and innovation, companies that have regular production and operating schedules, money capital, materials that are easy to get, companies that have difficulties getting employees, professional companies in managing finances, and using accounting methods in the company's financial activities. The questionnaire itself consists of two sections. The first section is for personal data such as gender, age and education and the second one consists of statements from the variables.

We can see in table 4.1 that the majority of respondents were in the age range of 41-50 according to the interviews. This was caused by the fact that most of them were the successors of their parents. In addition, most of them only graduated from junior or senior high schools and did not continue to university. Most of them started making

batik tulis when they were teenagers and preferred working to schooling because they considered about helping their parents.

Table 4.1
Demographics

Variable	Frequency	Percentage
Gender		
Male	24	44
Female	31	56
Age		
21-30	8	15
31-40	11	20
41-50	21	38
≥51	15	27
Education		
Elementary School	6	11
Junior High School	13	24
Senior High School	26	47
Diploma	6	11
Bachelor	4	7

Sapnas and Zeller (2002) say that the size to carry out an adequate factor analysis is in the range of 50 to 100 respondents. In this study, 55 respondents were used as samples so that factor analysis could be carried out. In addition, the results of data processing obtained using the KMO, MSA and anti image methods. In the first processing, it was obtained KMO 0.503 and MSA .000, so it can be concluded that the variables are correlated and it deserves further analysis.

In the anti image matrices there are still variables that have not met the number above 0.5 so reduction must be done so that the value of the MSA can meet the requirements. After the re-testing is done, 10 variables are issued which have an MSA value of less than 0.5, namely the variables in the table below.

Table 4.2
Measures of Sampling Adequacy

Variabel	MSA
fluctuations in the value of the rupiah	.457
the government as a potential market	.381
customers' loyalty	.455
customers' price control	.457
new players	.366
raw materials that are easy to obtain	.477
professional finance	.448
usage of accounting	.354
consumers' lifestyle	.488
employees that are easy to get	.481

Then after the reduction is done, we get the final KMO value for the amount of .607 and MSA 0 and in the Anti Image Matrices section it can be seen that the MSA numbers on

all variables are above .5, which means that all variables have correlated and fulfilled the requirements.

Table 4.3

Component	Eigenvalues
1	2.210
2	2.154
3	1.442
4	1.113
5	.738
6	.606
7	.573
8	.437
9	.366
10	.342

Image 4.1
Scree plot

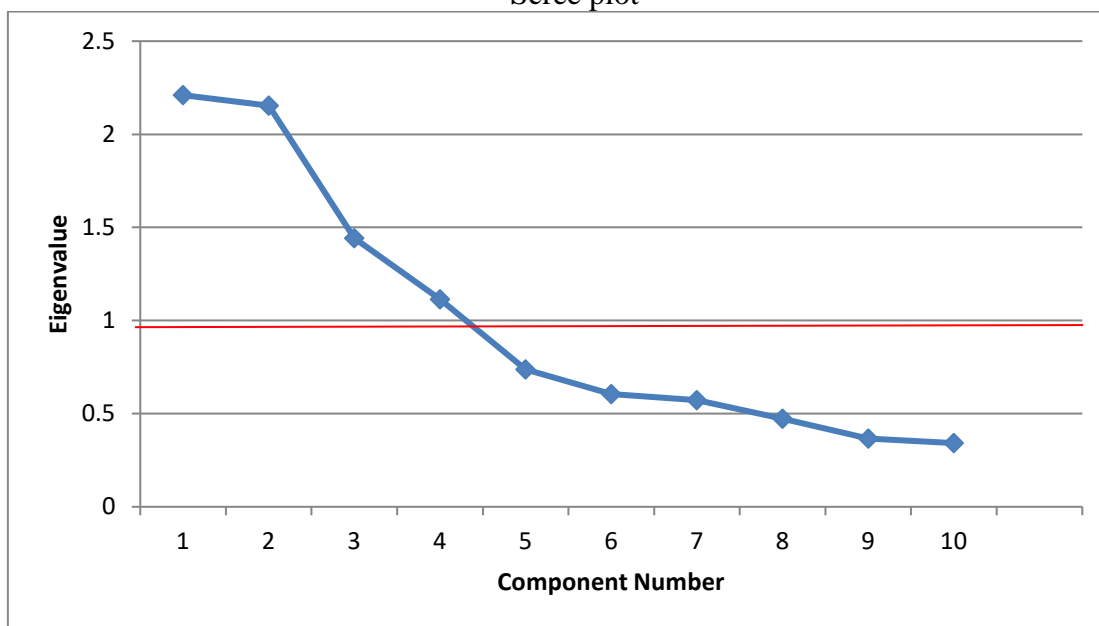


Table 4.4
Rotated component matrix

	Component			
	1	2	3	4
Internet usage	-.313	.212	.157	.795
Government regulation	.748	.203	.069	.170
Suppliers' price control	.269	-.615	-.393	-.158
Printed Batik	-.103	-.714	-.141	.380
Competition	.601	-.359	.226	-.092
Entry level market share	.847	.017	-.187	-.055
Mix Marketing	.094	.212	.776	.169
Innovation and Differentiation	-.151	.812	.035	.037
Regular production and operational management	.004	.336	-.267	-.712
Essential money capital	-.295	.028	.831	-.151

Table 4.5
The final results of factor analysis

Factors	Eigenvalue	Factor Loading
Factor 1: Distribution improvement strategies	2.210	
Entry level market share		.847
Government policies and regulations		.748
Competitive competition		.601
Factor 2: Product development strategies	2.154	
Differentiation and innovation		.812
Suppliers' price control		-.714
Printed Batik		-.615
Factor 3: Marketing strategies	1.142	
Essential capital (money)		.813
Mix marketing		.776
Faktor 4: Technology usage strategies	1.113	
Internet usage		.795
Regular production and operational management		-.712

The scree plot in Figure 4.1 shows that there are four factors above the red line which indicate that they are the most optimal numbers based on the eigenvalues value in table 4.3.

Ten variables that were previously arranged are then part of the four factors based on the rotated component matrix value in table 4.4. From the processing of the data we obtained four competitiveness factors in the small and medium enterprises of Batik Tulis Garutan.

1. Factor 1: Distribution improvement strategies

This factor consists of three variables. The first variable is entry level market share that leads to how the company distributes batik tulis garutan products to be able to be marketed to all markets. The second one is the government's involvement through policies and regulations issued. This leads to how the government is able to side with small-scale enterprises of garutan batik industry by issuing policies in the form of batik industry centers and helping small and medium players to market batik tulis garutan products by holding or recommending them to hold exhibitions. There are some researches that find good things from government's intervention on small and medium enterprises (Tambunan, 2008; Sandee, Isdijoso, & Sulandjari, 2003; Acs & Szerb, 2007). The final variable on this factor is the level of competition among existing competitors that is very competitive which then leads to how enterprises are able to issue power and efforts to optimize the various potentials they have.

The three variables have a positive correlation with this factor so that the more enterprises apply these three things, the more opportunities for competitiveness are added.

2. Factor 2: Product development strategies

This factor also has three variables that form it. First, product differentiation and innovation that are important to be carried out by small and medium scale industry of batik tulis garutan in order to maintain the existence of batik tulis garutan products. Second, the bargaining power of suppliers where small and medium industry players must be able to regulate the availability of raw materials so that the selling price of the products remain stable and must also be able to maintain sales profit. Third, the last variable that builds this factor is the threat of substitute products and in this case the emergence of printed batik which has low prices and can also be mass produced and in a relatively short time so that the small and medium enterprises of batik tulis garutan must be able to maintain the original meaning of batik which is the process of painting or drawing on clothes that has high artistic value.

Product differentiation and innovation variable is positively correlated with these factors so that the more enterprises implement differentiation and product innovation, the better competitiveness they have. However, the suppliers' bargaining power variable and the threat of substitute products are negatively correlated with this factor which means that bringing reproduced batik has good competitiveness so that suppliers do not have absolute control over prices and garutan batik must also have a bargaining position that is better than a substitute product (printed batik).

3. Factor 3: Marketing strategies

This factor there has two supporting variables, namely the capital (money) as the most important resource and the mix marketing the enterprise applies. Both of these variables have a positive correlation with this factor, which means that the larger amount of capital (money) an enterprise has, the more production can be made and the more proper the company in applying mix marketing, the more competitive the company will be.

4. Factor 4: Technology usage strategies

This factor has two variables, namely the use of internet technology where in today's industrial era every enterprise must be able to accept technological developments, one of which is the internet that can be used for various things and the other is product marketing. Nowadays, using media social can also improve the industry which then can increase the sales performance and consumers' loyalty (Wahyono, MohKhiruddin, Wijayanto, 2017).. We can also combine technological developments regularly so that companies can manage production and operational schedules by adjusting requests from customers and also doing other things. The first variable has a positive correlation which means that the more technology an enterprise uses, the more

competitive it can be. However, the second variable has a negative correlation which can be indicated that regular scheduling is not good for the competitiveness of the enterprise so that the production and operational process of batik tulis garutan is better suited to the customers' demands.

5. CONCLUSION

Based on the results of observation and interviews, there were 20 variables which formed competitiveness of garutan batik industry. After taking data from 55 respondents, data processing is done to reduce the variable from 20 variables to 10 variables which then form four factors, namely distribution improvement strategies, product development strategies, marketing strategies and technology usage strategies. The limitation of this study is that it is only carried out on the batik tulis garutan industry so that these four factors may also be applied or reviewed further when viewed in other small and medium enterprises in the world. This research can also be used as a reference source when reviewing competitiveness in small and medium industry.

APPENDIX
KMO and bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.503
Bartlett's Test of Sphericity	Approx. Chi-Square	299.239
	Df	190
	Sig.	.000

Anti-Image Matrics

Anti- image Correlatio n	Lifestyle	.534*	-.050	.088	.003	.022	.044	-.012	-.050	-.093	.197	.041	-.163	-.128	.075	.183	.000	-.073	.369	.043	.141
	Rupiah Fluctuative Exchange Rate	-.050	.457*	.191	.107	-.088	-.316	.064	-.327	.343	.246	.021	-.010	-.050	.248	-.014	-.180	.372	.052	-.232	-.330
	Internet Usage	.088	.191	.509*	.146	-.127	-.241	.041	.040	.376	-.089	.202	.151	-.084	-.246	.320	.096	.068	.096	.195	.031
	Government Regulations and Policies	.003	.107	.146	.648*	.150	-.17	.138	.097	.237	.156	-.083	-.342	-.095	.107	-.046	.117	.133	.020	-.151	.084
	Government as a Potential Market	.022	-.088	-.127	.150	.381*	-.058	-.277	.010	-.047	.096	-.265	.197	.159	.237	.174	.182	-.057	.119	-.386	-.279
	Consumer's Loyalty	.044	-.316	-.241	-.017	-.058	.455*	-.203	.053	-.314	-.137	-.096	-.197	-.192	.024	-.356	.084	.000	-.291	-.140	.122
	Control on Consumers' Price	-.012	.064	.041	.138	-.277	-.203	.457*	.051	.287	.299	.066	-.094	-.032	-.102	.111	.020	-.109	.016	.192	.153
	Control on Suppliers' Price	-.050	-.327	.040	.097	.010	.053	.051	.645*	-.057	-.264	.043	.036	.258	.098	.047	.081	-.201	.020	-.040	-.017
	New Players	-.093	.343	.376	.237	-.047	-.314	.287	-.057	.366*	.182	-.015	.124	-.086	.024	.310	-.063	-.102	.026	.045	-.243
	Printed Batik	.197	.246	-.089	.156	.096	-.137	.299	-.264	.182	.565*	-.200	.107	-.019	.377	.215	.067	-.075	.263	-.046	-.022
	Competitiveness	.041	.021	.202	-.083	-.265	-.096	.066	.043	-.015	-.200	.533*	-.292	-.155	-.057	-.049	-.066	.116	-.126	.433	-.045
	Entry Level Market Share	-.163	-.010	.151	-.342	.197	-.197	-.094	.036	.124	.107	-.292	.579*	.075	.050	.242	.279	-.155	.000	-.063	-.091
	Mix Marketing	-.128	-.050	-.084	-.095	.159	-.192	-.032	.258	-.086	-.029	-.155	.075	.541*	-.020	.144	-.391	-.067	.238	-.173	-.132
	Differentiation and Innovation	.075	.248	-.246	.107	.237	.024	-.102	.098	.024	.377	-.057	.050	-.020	.518*	-.093	-.051	-.060	.137	-.370	-.354
	Regular Production Management	.183	-.014	.320	-.046	.174	-.356	.111	.047	.310	.215	-.049	.242	.144	-.093	.505*	.158	-.288	.053	-.045	-.127
	Essential Money Capital	.000	-.180	.096	.117	.182	.084	.020	.081	-.063	.067	-.066	.279	-.31	-.051	.158	.573*	.009	-.344	-.058	.124
	Eay-to-Get Materials	-.073	.372	.068	.133	-.057	.000	-.109	-.201	-.102	-.075	.116	-.155	-.067	-.060	-.288	.009	.447*	-.115	-.021	-.094
	Easy-to-Get Employees	.369	.052	.096	.020	.119	-.291	.016	.020	.026	.263	-.126	.000	.238	.137	.053	-.344	-.115	.529*	.092	.079
	Professional Finance	.043	-.232	.195	-.151	-.386	-.140	.192	-.040	.045	-.046	.433	-.063	-.173	-.370	-.045	-.058	-.021	.092	.446*	.302
	Accounting Usage	.141	-.330	.031	-.084	-.279	.122	.153	-.017	-.243	-.022	-.045	-.091	-.132	-.354	-.127	.124	-.094	.079	.302	.254*

Literacy 2

KMO and bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.580
Bartlett's Test of Sphericity	Approx. Chi-Square	144.895
	Df	66
	Sig.	.000

Anti-Image Matrics

Anti-Image	Lifestyle	.486*	.13	.041	-.044	.212	.065	-.172	-.123	.117	.246	-.021	.374
Correlation	Internet Usage	.130	.590*	.121	.156	-.164	.165	.131	-.024	-.220	.307	.177	.047
	Government Regulations and Policies	.041	.121	.686*	.140	.088	.004	-.409	-.103	.080	-.124	.077	.055
	Control on Suppliers' Price	-.044	.156	.140	.707*	-.238	.102	.016	.223	.160	-.025	.044	.064
	Printed Batik	.212	-.164	.088	-.238	.595*	-.208	.106	-.025	.388	.172	.082	.238
	Competitiveness	.065	.165	.004	.102	-.208	.610*	-.292	-.117	.086	.017	.023	-.168
	Entry Level Market Share	-.172	.131	-.409	.016	.106	-.292	.609*	.003	#####	.109	.305	-.096
	Mix Marketing	-.123	-.024	-.103	.223	-.025	-.117	.003	.552*	-.114	.053	-.458	.219
	Differentiation and Innovation	.117	-.220	.080	.160	.388	.086	#####	-.114	.598*	-.188	-.022	.189
	Regular Production Management	.246	.307	-.124	-.025	.172	.017	.109	.053	-.118	.577*	.196	-.082
	Essential Money Capital	-.021	.177	.077	.044	.082	.023	.305	-.458	-.022	.196	.502*	-.389
	Easy to Get Employees	.374	.047	.055	.064	.238	-.168	-.096	.219	.189	-.082	-.389	.481*

Literacy 3

KMO and bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.607	
Bartlett's Test of Sphericity	108.761	144.895
	45	66
	.000	.000

Anti-Image Matrics

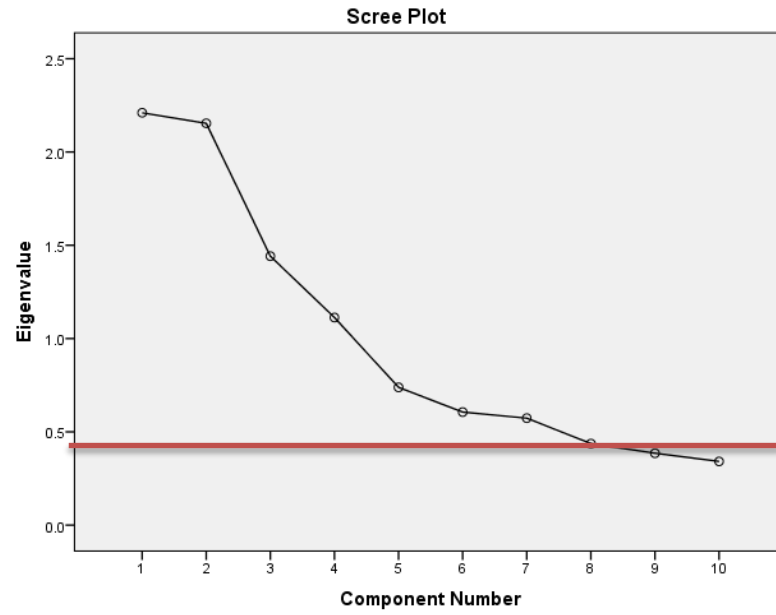
Anti-Image Correlation	Internet Usage	.554*	.117	.164	-.200	.161	.157	-.007	-.241	.291	.198
	Government Regulations and Policies	.117	.684*	.139	.076	.011	-.407	-.116	.070	-.133	.105
	Control on Suppliers Price	.164	.139	.696*	-.255	.126	.011	.204	.155	.002	.087
	Printed Batik	-.200	.076	-.255	.618*	-.198	.157	-.052	.357	.166	.178
	Competitive Competition	.161	.011	.126	-.198	.610*	-.299	-.053	.116	-.042	-.069
	Entry Level Market Share	.157	-.407	.011	.157	-.299	.591*	-.009	.026	.155	.321
	Mix Marketing	-.007	-.116	.204	-.052	-.053	-.009	.606*	-.154	.151	-.396
	Differentiation and Innovation	-.241	.070	.155	.357	.116	.026	-.154	.625*	-.201	.050
	Regular Production Management	.291	-.133	.002	.166	-.042	.155	.151	-.201	.522*	.143
	Essential Money Capital	.198	.105	.087	.178	-.069	.321	-.396	.050	.143	.533*

Communalities

		Initial	Extraction
X3	INTERNET USAGE	1.000	.799
X4	GOVERNMENT REGULATIONS AND POLICIES	1.000	.635
X8	CONTROL ON SUPPLIERS' PRICE	1.000	.630
X10	PRINTED BATIK	1.000	.684
X11	COMPETITIVENESS	1.000	.550
X12	ENTRY LEVEL MARKET SHARE	1.000	.755
X13	MIX MARKETING	1.000	.685
X14	DIFFERENTIATION & INNOVATION	1.000	.685
X15	REGULAR PRODUCTION MANAGEMENT	1.000	.691
X16	ESSENTIAL MONEY CAPITAL	1.000	.802

Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.210	22.101	22.101	2.210	22.101	22.101	1.938	19.384	19.384
2	2.154	21.537	43.638	2.154	21.537	43.638	1.922	19.223	38.608
3	1.442	14.416	58.054	1.442	14.416	58.054	1.657	16.568	55.175
4	1.113	11.126	69.180	1.113	11.126	69.180	1.400	14.005	69.180
5	.738	7.385	76.565						
6	.606	6.059	82.624						
7	.573	5.733	88.357						
8	.437	4.372	92.729						
9	.386	3.855	96.584						
10	.342	3.416	100.000						



Component matrix^a

		Component			
		1	2	3	4
X3	INTERNET USAGE	-.537	-.283	-.150	.639
X4	GOVERNMENT REGULATIONS AND POLICIES	.726	.223	.065	.231
X8	CONTROL ON SUPPLIERS' PRICE	-.434	.565	-.144	-.320
X10	PRINTED BATIK	-.592	.496	.277	.107
X11	COMPETITIVENESS	.353	.382	.528	.006
X12	ENTRY LEVEL MARKET SHARE	.651	.448	.119	.342
X13	MIX MARKETING	.150	-.571	.578	.052
X14	DIFFERENTIATION & INNOVATION	.235	-.659	-.399	.194
X15	REGULAR PRODUCTION MANAGEMENT	.475	.001	-.527	-.434
X16	ESSENTIAL MONEY CAPITAL	-.064	-.594	.505	-.437

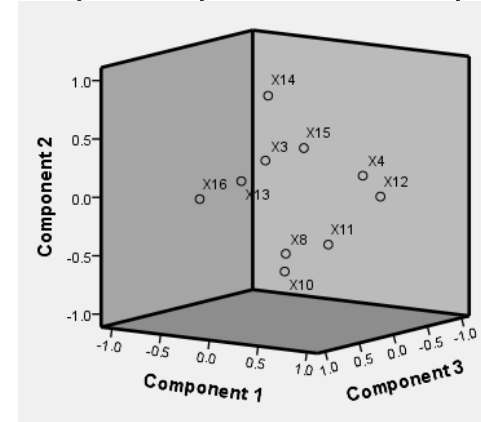
Rotated component matrix^a

		Component			
		1	2	3	4
X3	INTERNET USAGE	-.313	.212	-.157	.795
X4	GOVERNMENT REGULATIONS AND POLICIES	.748	.203	-.069	-.170
X8	CONTROL ON SUPPLIERS' PRICE	-.269	-.615	-.393	-.158
X10	PRINTED BATIK	-.103	-.714	-.141	.380
X11	COMPETITIVENESS	.601	-.359	.226	-.092
X12	ENTRY LEVEL MARKET SHARE	.847	.017	-.187	-.055
X13	MIX MARKETING	.094	.212	.776	.169
X14	DIFFERENTIATION & INNOVATION	-.151	.812	.035	.037
X15	REGULAR PRODUCTION MANAGEMENT	.004	.336	-.267	-.712
X16	ESSENTIAL MONEY CAPITAL	-.295	.028	.831	-.151

Component transformation matrix

Component	1	2	3	4
1	.748	.447	.086	-.483
2	.410	-.705	-.567	-.119
3	.337	-.471	.783	.225
4	.399	.285	-.241	.838

Component plot in rotated space



No.	Variabel																			
	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14	X15	X16	X17	X18	X19	X20
Res1	4	4	5	4	4	3	4	4	4	4	4	4	4	5	4	4	4	4	5	5
Res2	3	3	5	5	4	4	4	4	4	4	4	3	4	5	5	4	3	5	4	5
Res3	3	4	4	5	4	4	4	4	4	5	5	4	4	3	4	5	3	5	4	5
Res4	4	3	4	5	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	5
Res5	4	3	5	4	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	5
Res6	4	3	5	4	4	4	4	3	5	5	5	4	4	4	4	4	4	5	4	5
Res7	4	3	5	5	4	5	4	3	4	5	5	4	5	4	4	5	4	5	4	5
Res8	3	4	5	5	4	5	4	4	5	5	5	4	5	4	4	5	4	5	4	5
Res9	3	4	4	5	4	5	4	4	5	4	5	4	5	5	5	4	4	5	5	5
Res10	4	4	4	5	4	5	4	4	5	4	5	5	5	5	5	5	4	4	5	5
Res11	4	4	4	5	4	4	4	3	3	4	5	5	5	5	4	4	3	4	4	5
Res12	4	3	5	5	4	4	4	3	5	4	5	5	5	5	4	4	3	4	4	5
Res13	4	3	5	4	4	4	4	4	5	4	5	4	5	5	4	5	3	5	4	5
Res14	4	3	5	4	4	4	4	4	4	4	5	4	5	5	4	5	4	5	4	5
Res15	3	4	5	4	4	5	5	4	4	4	4	4	5	5	4	5	3	5	5	5
Res16	3	4	5	4	5	5	5	3	4	4	4	4	5	5	4	5	3	5	5	5
Res17	4	4	5	4	5	5	5	4	4	4	4	4	5	5	4	4	5	4	5	5
Res18	4	3	4	5	4	3	5	4	4	4	4	4	4	5	5	4	5	4	4	5
Res19	4	3	4	5	4	5	5	4	4	4	5	5	4	5	5	4	5	5	4	5
Res20	3	3	5	5	4	5	4	4	4	5	5	5	4	5	5	4	5	5	4	5
Res21	3	2	5	5	4	4	4	4	4	5	5	5	4	5	4	4	5	5	4	5
Res22	4	3	5	5	4	4	4	4	3	5	5	5	5	3	4	4	3	4	4	4
Res23	4	3	5	4	3	4	4	4	5	5	4	4	5	5	4	5	4	4	4	4
Res24	4	3	4	4	4	4	4	4	5	5	4	4	5	5	4	5	4	5	5	4
Res25	4	4	4	4	4	5	4	5	5	5	5	4	5	3	4	5	4	5	4	4
Res26	4	4	4	4	4	5	4	5	5	5	5	4	5	3	4	4	4	5	4	5
Res27	3	4	5	4	4	5	4	5	3	5	5	4	4	5	5	4	4	5	5	5
Res28	3	4	5	5	4	5	4	4	3	5	5	4	4	5	5	4	3	4	5	5
Res29	4	4	5	5	4	5	4	4	3	5	4	4	4	5	4	4	3	4	5	4
Res30	4	3	5	5	4	4	4	4	3	5	4	4	5	4	4	4	4	4	5	4

Res31	4	3	4	5	4	4	4	4	4	5	5	5	5	4	4	4	4	4	5	5
Res32	3	4	5	5	4	4	4	4	4	5	5	5	5	4	4	4	4	5	4	5
Res33	3	4	4	4	4	4	4	4	3	5	5	4	5	4	5	5	4	5	4	5
Res34	4	4	5	5	3	4	4	4	3	4	4	4	5	5	4	5	4	5	4	5
Res35	4	4	5	5	4	4	4	4	3	4	4	4	4	4	5	5	4	5	5	4
Res36	3	4	4	5	4	4	4	4	4	4	5	4	4	4	4	5	3	5	5	4
Res37	3	4	4	5	4	5	4	4	4	4	5	5	4	4	5	4	4	5	4	5
Res38	4	4	4	5	4	5	4	4	4	4	4	5	3	4	5	4	4	5	5	5
Res39	4	4	4	5	4	4	4	5	4	5	5	5	3	4	4	4	3	5	4	5
Res40	4	4	5	4	5	4	4	5	4	5	5	4	3	4	4	4	4	4	4	5
Res41	3	3	5	4	4	4	4	5	4	5	4	4	3	4	4	4	4	4	4	5
Res42	3	3	5	4	4	4	4	4	4	5	4	4	3	4	4	4	4	5	4	4
Res43	3	3	5	4	4	4	5	4	3	5	5	4	3	4	5	4	4	5	4	4
Res44	4	3	5	5	4	5	5	4	4	4	5	5	4	4	4	4	4	5	4	4
Res45	4	4	5	5	4	5	5	4	3	4	5	5	4	4	4	4	3	5	4	4
Res46	4	4	5	5	4	4	5	4	3	5	5	5	4	4	4	4	3	4	4	5
Res47	4	4	5	5	5	4	4	5	4	5	4	4	5	4	4	4	3	4	5	5
Res48	4	4	5	5	4	4	4	5	4	5	4	5	5	4	4	4	4	4	5	5
Res49	4	4	5	4	4	5	4	4	4	5	4	4	5	4	5	4	3	4	4	5
Res50	3	4	4	5	4	5	4	4	4	4	5	5	4	4	5	4	4	5	4	5
Res51	4	4	4	5	4	5	4	4	4	4	4	5	3	4	5	4	4	5	5	5
Res52	4	4	4	5	4	4	4	5	4	5	5	5	3	4	4	4	3	5	4	5
Res53	4	4	5	4	5	4	4	5	4	5	5	4	3	4	4	4	4	4	4	5
Res54	3	3	5	4	4	4	4	5	4	5	4	4	3	4	4	4	4	4	4	5
Res55	3	3	5	4	4	4	4	4	4	5	4	4	3	4	4	4	4	5	4	4
Total	200	196	256	253	223	239	229	226	220	253	254	238	233	237	236	235	208	253	238	262

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