SME DEVELOPMENT THROUGH OPERATION STRATEGIES
(Study on keripik Tempe SME's in Banyumas)

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ABSTRACT

Small and Medium Enterprises (SMEs) is a business unit managed by community groups and families. SMEs have a strategic role in national economic development that contribute to national economic growth and absorb manpower in large numbers.

This study aims to provide the best model for SMEs through the locus of control approach to operational strategy in the employers' tempe chips Banyumas and analyze the influence of the operational strategy of the business performance of SMEs entrepreneurs in the region tempe chips Banyumas. In addition, this study also analyzed the influence of the operational strategies of SMEs with the selection of operating expenses as a moderator variable on the performance of the SME business entrepreneurs in the region tempe chips Banyumas.

Samples of this study is the small and medium business district Banyumas tempe chips. This study included confirmatory sampling reseach by using purposive sampling method. Hypothesis testing was done by regression analysis. The results showed that locus of control variables have a positive impact on operational strategies, operational strategies have a positive influence to the performance of SMEs, locus of control positively influence the performance of SMEs and operational strategy variables is not an intervening variable between locus of control and performance of SMEs.

Keywords: SMEs, Locus of Control, Operational Strategy, Performance of SMEs

INTRODUCTION
Background

Small and Medium Enterprises (SMEs) have an important role in economic development, because of labor intensity and relatively higher investment in smaller, more flexible so that the micro-enterprise in the face and adapt to market changes. This causes micro-enterprises less affected by external pressure, because it can reduce imports and have high local content. Therefore, the development of SMEs can contribute to economic diversification and structural change as a precondition of economic growth, long-term stable and sustainable. Besides job creation rate was higher happening in micro-enterprise than in big firms.

SMEs is a business unit managed by community groups and families and has a strategic role in national economic development. In addition to contributing to national economic growth can also absorb the labor force in large numbers. Data published by the Ministry of Cooperatives and SMEs shows that labor working in the SME sector reached 95 percent (2006-2010) to the total workforce spread across nine sectors of the economy of Indonesia. SMEs also contribute to gross domestic product by 40%, as well as having the potential to be one important source of export growth, especially non-oil exports (Indonesia Small Business Research Center, 2010).

In the face of increasingly fierce competition with the opening of the domestic market is one threat to the SMEs due to the increasing number of goods and services into the country as a result of

globalization. Therefore, enhancement and development of SMEs felt more urgent and very strategic to lift the economic independence of the people, SMEs will be achieved. The development of SMEs will strengthen domestic economic structure due to absorption of the labor force, increasing purchasing power and increase the level of demand increasing investment growth.

The concept of locus of control refers to the belief a person in control of his fate. As has been researched Miller (1982), locus of control is an individual characteristic that can be seen in explaining behavior and adopt a strategic decision-making structures in small scale industries. The leaders have confidence in the ability to meet the direction of the organization of events (internal locus of control) will be better prepared to face challenges (external locus of control).

Bone Research et. al. (1996) show that CEOs who have internal locus of control generate good performance of the CEOs who have external locus of control. Operational strategies also play an important role especially for building relationships with the company's business strategy. Strategy of the company's operations include what products should be made, what facilities are needed and when they need, what production technology and processes are needed and what production patterns will be used to create a product or service.

Operational strategy supports the company's competitive advantage in the long run (Shim, Siegel, 1999). Focusing on industrial tempe, actually many benefits to be gained by entrepreneurs, among others, availability of raw materials and adequate support, the existence of products that become "special food Banyumas" which has been widely known, was the opening of market opportunities and the availability of labor in the amount of Adequate. Tempe business owners in the chips Banyumas still manage their business in ways that conventional development is relatively static.

Based on the above it will be interesting and beneficial for small and medium industrial society when there are studies that examine the influence of locus of control of small business owners (SMEs tempe crisps) in Banyumas of operational strategies of SMEs and analyze the influence of the operational strategy of the business performance of SMEs SME entrepreneurs tempeh chips in the area Banyumas with SMEs faced operating expenses as a moderator variable.

Formulation of Research.
1. How does the influence of Locus of Control of the operational strategy of SME entrepreneurs in the region tempeh chips Banyumas?
2. How does the operational strategy of the business performance of SMEs entrepreneurs in the region tempeh chips Banyumas?
3. How does the influence of Locus of Control on the performance of tempe chips Enterprises SME entrepreneurs in the region Banyumas?
4. How does the influence of Locus of Control with operational strategies as intervening variables, the performance of the SME business entrepreneurs in the region tempe chips Banyumas?

RESEARCH METHODS
Population and Sampling Techniques
The population of this study is the small business, medium business district Banyumas tempe chips. This study included confirmatory research, because it starts with a hypothesis or research question and involves proper procedures and sources of specific data. The data was collected through a survey.

Sampling technique was purposive sampling method, which is based on deliberate sampling using a variety of considerations appropriate to the problem under study.

Terms of samples:
1. Sampling was conducted on SMEs that have a number of employees at least 5 people.
2. Place of sampling in the area Banyumas.
3. Sampling was conducted on SMEs that have existed for more than 2 years

prior to the company's performance can be known.

Operational Definition of Variables:
1. Locus of Control

Locus of control is a personality attribute that reflects the degree to which a person generally feel anything the events that occurred under the control of self awareness of the two sub-scales of internal locus of control believes that perghargaan taste of one's behavior and external locus of control believes that the award was from the source external. In this study a high locus of control will be indicated with a high score.

2. Operational strategies of SMEs

Operational strategy in general is a long-term production plan provides a roadmap of the company and production function what should be done so that business strategy can be achieved. According to Badri et. al (2001) dimensions of the operational strategy commonly used in the fieldwork is the cost, quality, delivery and fleksibility.

Items include questions that produksitivitas direct production costs, capacity utilization and inventory reduction. Indicators used to measure the quality of the adoption of performance, appearance products (feature), reliabiitas, compliance (conformance), durability and services ability. Item delivery strategy questions in the questionnaire regarding how big the company's ability to meet delivery schedules and the speed of delivery. Strategic flexibility is defined as the ability to quickly respond to changes in both products, services and processes. Flexibility by Gerwin (2003) is a mixture of products (product mix), volume changes (changeover) and modification.

3. Performance of SMEs.

Assessment of small business performance is strongly influenced by the personality of the owner of the company. Performance measures used in this study is the status of the business if the business continues to run, has been sold or has stopped, the number of workers part time / full time and earned a net profit.

Data Analysis

Instruments or measures used in this study is the instrument that was developed from instruments that have been used by previous researchers who tested the validity and its reliability. Although the instruments used in this study is ready to use and has proven its validity and its reliability by previous researchers, but to give confidence that the measurements that have been used are the exact measurements, the present study was to test again. This needs to be done because from time to time that there are differences in the environment and also personal differences of respondents from the previous study.

Pilot test conducted prior to the actual questionnaire distributed to detect design flaws can be repaired so that the instrument earlier. Pilot tests conducted with interviews expected to have input and suggestions related to the question items. After it was only held for distributing questionnaires to the respondents who have a business in Banyumas tempe chips.

After that tested the validity and reliability testing. Validity is used to measure the legality or validity of a questionnaire. Reliability indicates the level of stability, accuracy and consistency of an instrument measuring instrument. A questionnaire is said reliable if the respondent's answer to the question items are consistent or stable from time to waktu.Suatu said to be valid questionnaires if the questions on the questionnaire could reveal things that are measured by the questionnaire, and recently performed testing the hypothesis with a statistical test with SPSS.

RESULTS ANALYSIS
Overview of Object Research

Industry types cultivated by small and medium businesses in the district banyumas is food and beverage industry

was. The pattern of spread of small and medium industries in the district banyumas majority engaged in this industry with a number of businesses reached 3,400 units or approximately 52% of all small and medium industries in the district (disperindakop, 2010). With the number of businesses are estimated employment in this sector reached 23,451 people or 36% of the total labor force available.

Industry tempe chips included in the category of food and beverage industry in the district banyumas scattered in 17 districts including the District of North Navan, Purwojati, Ajibarang, Karanglewas, Donate, Gumelar, Pekuncen, Patikraja, Kebasen, Somagede, Kemranjen, and Sokaraja.

Data Analysis
1. Test Validity

To test the validity of the questionnaire, the formula used Pearson product moment. The results of testing the validity of the questionnaire by using a statistical analysis of the correlation coefficient Pearson product moment correlation, based on respondents' answers are presented in the table selected - the following table:

a. Validity of Locus of Control Variables (X1)

Magnitude of the correlation coefficient of the variable locus of control as shown in table 1 moves between r = 0.346 to r = 0.735 and p <0.05. This means that all valid tables.

Table 1
The validity of the results of calculation of Locus of Control

Question	R	Description
Question 1	0,449	valid
Question 2	0,563	valid
Question 3	0,497	valid
Question 4	0.354	valid
Question 5	0,690	valid
Question 6	0,465	valid
Question 7	0,534	valid
Question 8	0,457	valid
Question 9	0,578	valid
Question 10	0,532	valid

Sources: Primary data processed

b. Validity Variable Operational Strategy (X2)

The results of data processing for the validity of the operational strategy variables shown in Table 2. Magnitude of the correlation coefficient of the variable operational strategies to move between r = 0.413 to r = 0.776 and p <0.05. This means that all data is valid.

Tabel 2
The validity of the results of calculation of Operational Srategy

Question	R	Description
Question 11	0,735	valid
Question 12	0,465	valid
Question 13	0,658	valid
Question 14	0,654	valid
Question 15	0,756	valid
Question 16	0,654	valid
Question 17	0,561	valid
Question 18	0,435	valid
Question 19	0,541	valid
Question 20	0,487	valid
Question 21	0,670	valid

Sources: Primary data processed

c. Validity Variable Performance (X3)
The results of testing the validity of the performance variables can be seen in Table 3 the size of correlation coefficients between environmental variables move up to r = 0.4999 r = 0.875 and p <0.05 this means that all data is valid.

Table 3
The validity of the results of calculation of Performance of SMEs

Question	R	Description
Pertanyaan 24	0,735	valid
Pertanyaan 25	0,465	valid
Pertanyaan 26	0,658	valid
Pertanyaan 27	0,654	valid
Pertanyaan 28	0,756	valid
Pertanyaan 29	0,654	valid

Sources: Primary data processed

2. Reliability Test

Test results reliabiltas questionnaire presented in table 4 is

based on reliability coefficient of each variable as shown in the table. Questionnaire based on the description of the calculation results vailditas the questionnaire used is reliable because when a variable is said construct determinants value > 0.60 (Gozali Priest, 2002).

Table 4
Reliability between variables

Questionnaire	Alpha	Description
1. Locus of control	0,6667	Reliable
2. Operation SME strategy	0,8954	Reliable
3. Performance of SMEs	0,8645	Reliable

Descriptive Analysis

Variables used throughout this study is the Locus of Control, the operational strategies of SMEs, and local regulations the performance of small businesses will be analyzed descriptively. Descriptive analysis is performed using SPSS software assistance. Each indicator in these variables will be calculated on average, standard deviation and skewness of distribution.

Table 5
Results Descriptive Analysis of Locus of Control Variables

Descrip tion	1	2	3	4	5
	N	Min	Max	Mean	Std. dev.
OR_TG S	40	10,00	28,00	17,987	3,568
OR_TD KAN	40	16,00	39,00	26,964	4,3211
OR_TK NAN	40	3,00	7,00	5,875	0,8593

From the table 5, it is seen that the indicators of task orientation has an average value of 17,987 with a standard deviation of 3,568. Skwewness value of - 0,080 is close to a value of 0 reflects that the data are normally distributed (priest Gozali 2002). For the orientation indicator measures the average value of 26,964 with a standard deviation of 4,3211.

Table 6
Variables Descriptive Analysis Results Operational Strategy

Descripton	N	Min	Max	Mean	Std. dev.
Cost	40	10,00	28,00	20,32	3,7234
Quality	40	25,00	40,00	32,10	3,452
Flexibility	40	10,00	15,00	12,34	2,6577
Distribution	40	8,00	14,00	11,12	2,1345

Descript ion		Skewnness		Kurtosis	
	varian ce	statistic	std err or	statistic	std error
Cost	15,323	0,1934	0,324	-0,4532	0,642
Quality	9,2485	-0,3241	0,313	-0,5342	0,642
Flexibil ity	3,4569	-0,0231	0,313	-0,8345	0,642
Distribut ion	7,8357	-0,2314	0,313	-0,9573	0,642

Sources: Primary data processed

From Table 6 above, it can be seen that the average for the indicator variable fee of 20.32 with a standard deviation of 3,7234. Skewness value of 0,1934 for the data reflect normal terditribusi, for the average quality indicator variables for flexibility 32,10 by 12, 34, and for the distribution of indicators has particularly by an average of 11,12. The four indicators have variable levels of normal data distribution.

Table 7
Results Descriptive Analysis of Variable
Performance of SMEs

Description	N	min	max	mean	Std. dev.
ST_USH	40	9,00	21,00	19,32	3,7234
JML_TK	40	5,00	16,00	8,10	2,452
LABA	40	5,00	16,00	8,34	3,6577

Descript ion	Varia nce	Skewnness		Kurtosis	
		Statisti c	Std error	Statistic	Std Error
ST_USH	9,3234	-0,4934	0,313	-0,4532	0,642
JML_TK	7,2485	-0,6241	0,313	-0,5342	0,642
LABA	9,4569	-0,7231	0,313	-0,8345	0,642

Sources: Primary data processed

Based on table 7 it is seen that the indicators of business performance variable has a value of an average of 19,32 with a standard deviation of 3,7234. -0,4934 Skewness value reflects that the data are normally distributed. For indicators of the amount of labor an average of 8,10 with a standard deviation of 2,452. for indicators of income with a standard deviation 8,34; 3,6577; -0,7231 terms of skewness indicates that the data are normally distributed.

Regression analysis

This analysis aims to find the closeness of the relationship between locus of control, the operational strategies of SMEs with the performance of SMEs in industrial districts tempeh chips partially Navan. Further analysis aims to determine how much influence the variable locus of control and operational strategies together on the performance of SMEs tempe chips.

For data analysis used a regression analysis, as for the results obtained after going through the stages of data processing and then interpreted in the form analisis.Hasil estimates based on processing the data obtained are as follows:

1. First Model

From the regression analysis for the first model produced a beta coefficient of each variable and the adjusted R^2 as shown in the following table.

Table 8
First Regression Result

Explanatory Variables	Model 1	
	Coeff	t/sig
Locus of Control	0,364	3,189 -0,002
Adjusted R^2	0,135	

From the value of beta coefficient of 0.364 as apparent in the table above indicates that the variable locus of control has a positive influence on the operational strategy. Value of the adjusted coefficient of determination (adjusted R^2) in the first regression model of 0.135 indicates that the variation of dependent variables (operational strategies of SMEs), can be explained by changes in the independent variable (locus of control) of 13.5% while 86.5% is explained by other factors outside the model.

2. Second Model

The results of data processing for the second model can be seen in Table 10 below:

Table 9
Second Regression Model Result

Explanatory Variables	Model 2	
	Coeff.	t/sig
Operational Strategy of SMEs	0,378	3,189 0,002
Adjusted R^2	0,125	

Source: Results of data processing

The results of regression analysis showed that the operational strategies have a positive (same direction) with a coefficient of performance with a value of 0,378. This positive effect indicates that the higher the operational strategy will be followed by increased performance. Value of the adjusted coefficient of determination in the second regression model of 0,125 indicates that the variation dependent

variable (performance) can be explained by changes in the independent variable (operational strategies) of 12,5% while the remaining 87,5% is explained by other factors outside the model.

3. The Third Model

The results of data processing for the third model, both the value of beta coefficient and the coefficient of determination can be seen in the table below.

Table 10
The results of third regression models

Variable	Model 4	
	Coeff.	t/sig
Locus of Control	0,632	6,124 0,00
Adjusted R²	0,388	

Source: Results of data processing

The results of simple linear regression analysis showed that the locus of control have a positive (same direction) with the performance of SMEs with a beta coefficient of 0.632 with a value of adjusted R^2 of 0.388 it shows that the variation of the dependent variable (performance) can be explained by changes in the independent variable (locus of control) of 38.8% while the remaining 61.2% is explained by other factors outside the model.

4. Fourth Model

The fourth hypothesis testing is to determine whether the variable operational strategies of SMEs. From the summary table 11 resulting beta coefficients of each variable for the fourth hypothesis.

Table 11
Regression Model Results Fourth

Variable	Model 4	
	Coeff.	t/sig
locus of control	0.587	6.124 0.00
Operational	0.152	1.2392
Strategy		0.169
adjusted R²	0.388	

Source: Results of data processing

From these results it is known magnitude of the coefficient of the direct influence of locus of control to the performance amounted to 0,587. while the indirect effect coefficient variable locus of control and operational strategies of SMEs is sebsar 0,059658 (0,152 x 0,388).

Where the 0,388 coefficient is the coefficient of influence of locus of control of the operational strategies of SMEs that have been analyzed in the third regression. Based on the results of the regression coefficient value greater than the direct effect of indirect influence.

Hypothesis Testing

This test is intended to prove the hypotheses that have been made in the previous chapter. To test the significance of the constants and regression coefficients is done by comparing the magnitude of the probability or p value with the desired significance level (0,05) the decision to accept or reject the hypothesis if the p value is labih magnitude smaller than significant level.

1. First Hypothesis Testing
Hypothesis 1: Locus of control has a positive impact on the operational strategy.
From the results of the SPSS output shows that the probability is 0,002 that is smaller than 0,05 because it concluded there is a significant effect between the independent variable locus of control on the operational strategies of SMEs.

2. Second Hypothesis Testing
Hypothesis 2: The Operational Strategy of SMEs have a positive influence on the performance of SMEs.
From the results of the SPSS output is obtained that the probability is 0,003 that is smaller than 0,05. can therefore be concluded that there is significant influence of the operational strategies of SMEs with SME performance.

3. Third Hypothesis Testing

Hypothesis 3: Locus of control has a positive influence on the performance of SMEs.

From the results of the SPSS output table (4.3) probability: 0,000 less than 0,05. because it can be concluded there is a significant effect between the independent variable locus of control and performance ukm at 95% confidence level.

4. Testing Hypothesis 4

Hypothesis 4: Locus of control and operational strategies of SMEs have a positive influence on the performance of SMEs.

From the results of the SPSS output for the fifth hypothesis testing, found that the probability of the variable locus of control is 0,000 the smaller 0,05 but the probability for the variable operational strategy amounted to 0,169 greater than 0,05. Thus the variable operational strategy is not an intervening variable between locus of control and performance of SMEs.

CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS
Conclusion

The relationship between environment, strategy and performance of a business unit is a major concern in strategic management. Selection of a functional strategy by a manager or owner of the locus of control is influenced by the individual concerned, whether the individual is focused on internal locus of control or external locus of control. The results based on testing the first hypothesis to conclude that the locus of control has a positive effect on the operational strategy of an entrepreneur. This study reinforces the results of the research Thompson and Strickland (1986) that the owner or manager of personnel affects the strategies they use in operating their business. Locus of control indicators that appear most dominant of the research is the ability to work in a stressful situation when taking strategic decisions.

The results for the hypothesis that both strengthen the research conducted by Ward et. al (2005) and Badri et. al (2000) namely that operational strategies adopted by an entrepreneur will affect the performance of their business unit. This becomes clear when operational strategies are actually adopted to reflect the goals and business strategies to achieve goals and compete in the long run. The results for the third hypothesis suggests that the locus of control bepengaruh positive and significant impact on performance, and the fourth hypothesis suggests that the influence of locus of control remains positive and significant impact on the performance of SMEs, although there are variable operational strategies of SMEs who participated included. This indicates that the variable operational strategy is not an intervening variable between locus of control and performance of SMEs.

This study shows that variables that affect the performance of SMEs are not getting adequate results when only approximated by a locus of control and operational strategies. It can be shown in the results of data analysis and discussion that showed the Adjusted R Square (R^2) is quite low, amounting to 0,398 or 39,8% magnitude of the rate coefficient of multiple determination indicates that there are many variables beyond the research that can be taken to obtain results close to the actual condition. The amount of other variables of this study amounted to 60,2%.

Managerial Implications
1. Theoretical Implications

The study is expected to complement and enrich the results of previous studies, particularly those involving personal characteristics of an entrepreneur (in this study represented by the variable locus of control) and its effect on business unit

performance, both directly and indirectly. In addition, the environmental indicators used in the study are not limited to dynamic conditions, heterogeneity and complexity as in the study of the environment in general, but was taken according to the research results Badri et. al (2000) of operating expenses, labor availability, competitive hostility, government policy and market dynamics.

Use of this indicator would be more representative of environmental conditions on the ground because of the questions posed to respondents has also undergone some adjustments according to industry characteristics tempe chips are used as research objects. Performance measurement has also been expanded, not limited to financial performance, but also about the status of the business and the amount of labor owned. However, this study theoretically require several improvements that will be discussed in the next section.

2. Practice Implications

In summary it can be said that the competitive factors that must be owned by an entrepreneur is the locus of control, so that the act has always focused on the tasks that have been given, and must be able to deal with stressful situations. Other competitive factors that also must have regard to the operational strategy is its flexibility, reduction of production costs, the mastery of technology, quality and quality of products produced, production processes that meet the standards, product durability, efficiency and productivity in the production process that meets standards, product durability, efficiency and productivity in the production process, delivery on time, and so on. Environmental factors such as level of competition, changing consumer tastes, the quality of human resources, promotion of a broad, system management and good organizational structure, government policies concerning the laws and regulations must also be considered to support the success of a business unit.

Suggestion

For future studies, it would be better if the other variables that have not been used in this study also included as a variable in order to approach the conditions of research in the field. In addition, if possible indicators for the variable performance plus, so it is not just limited to the status of business, number of employees, and net income. The number of samples of respondents would be better if it added.

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