

STRATEGY ENHANCEMENT PERFORMANCE MSMEs THROUGH PTPN III PARTNERSHIP PROGRAM

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ABSTRACT

KEYWORDS

Experience, Partnership Program, MSMEs Performance, Performance Improvement Strategy

Study this aim to analyze connection experience, partnership programs, and MSME performance in a framework to define an improvement strategy PTPN III assisted MSME performance. Respondents in a study this is perpetrator MSME business assisted by PTPN III. Research results in this conclude that experience and partnership programs take an effect significantly on MSME performance. Partnership program influence significant on MSME Performance. As well as partnership programs mediate connection experience with the performance of SMEs. A strategy that can apply PTPN III allowed the perpetrator business with minimal experience and difficulties to pay credit notes Required to follow training entrepreneurship as well as partnership programs next selecting perpetrator MSME businesses that have enough experience in entrepreneurship. Partnership programs have a role significant in mediating the HR experience of MSMEs performance. Partnership programs take effect significantly on MSMEs performance at PTPN Nusantara III. A strategy that can be applied by PTPN III is (1) to provide an opportunity for the perpetrator business with minimal experience and difficulties to pay credit notes Required following training entrepreneurship and (2) a partnership program next selecting perpetrator SMEs businesses that have enough experience entrepreneurship

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) is a group effort that most could endure when occurring crisis economy MSMEs is a very important sector MSME growth every year improvement so that it can become a strength strategy to accelerate national development (Auliya et al., 2022). Development amount units effort micro, a small-medium which Keep going increase will open opportunity work which big so that impact on the reduction amount unemployment reduced. MSMEs have a role that is very big in the developing economy of Indonesia, effort micro, small and medium also have a role enough big in the development economy national, Thing this seen from their contribution to Product Domestic Gross (GDP) Indonesia increases every year. he added units effort small and medium role entrepreneurship perpetrator MSMEs very important. Experience in countries Up showing that MSMEs are a source of innovation production and technology, growth amount entrepreneurs which creative and innovative and creative power work skilled and flexible in process production for face change Request market which fast.

Embodiment internal distribution of funds distribution of partnership programs this expected could go right target, right amount funding proposal, right time distribution, the right training, and routines coaching as well as appropriate return loan so that capable reach effectiveness that is developing Small Business into tough and independent. However, not all this walk with hope. In essence, perpetrator partnerships evaluate that a partnership program is a kind of help free of charge provided by the company to the Public.

The role of the SMEs companion is a very important and decisive level of success and sustainability. Besides that for accompanying development business carried out by SMEs, companions also help prepare SMEs to be related to banks. Dealing with a bank is not hard stuff, especially for getting loans or additional funds effort. Especially if the SMEs Fulfill requirements standards are determined by the bank or institution's formalities.

The partnership could be done by the way To do activities as well as by making policies that can increase competency in various fields. Increased competence this in turn expected will be capably utilized for enhanced quality of life in society. By running not quite enough answer social through a partnership program, the company expected not just to chase profit period short, but also fit contribute to the enhancement of welfare and quality of life in society and environment around in period long. one company that has partnership programs is PT. Nusantara Plantations III.

As partners from PT. Nusantara Plantation III will have not quite enough answer on the partnership program. MSME performance can say well if capable increase existing sales, increasing profit annually, increasing capital, increasing it amount of customers every year, can achieve the desired target achieved as well as the ability to fulfill existing needs. Due to the success of the partnership program not only the hope of MSME actors will but also the hope of PT. Nusantara Plantation III.

This is a partnership program conducted by PT. Nusantara Plantation III is gift access to capital, assistance business, supervision, and HR development, to help open deep market network development efforts. The program is expected capable to increase the performance of SMEs in face competition business. However the implementation of the partnership program that has been carried out by PT. Perkebunan Nusantara III does not always walk fits well possibility existing partnership programs make its partners difficult to pay in installments, and the business does not walk smoothly, even until experiences are bankruptcy and closed still happened. The happening problem that's one why done lack of experience.

The partnership program implemented at PT Perkebunan Nusantara III aims to help the Public around the place effort plantation develop efforts independent through MSMEs with the goal for increase the well-being of society. If the income Public increases, then could confirm that well-being also increases. Enhancement well-being Public will push emergency interest trying that in turn will zoom out the possibility happening follow criminal theft and action criminal others can disturb the continuity effort plantation

RESEARCH METHOD

Study this use approach associative that is purposeful research for knowing the connection Between two variables or more. This research then will build something theory that can function to explain, predict, and control something symptom or incident.

The type of data used is quantitative data conducted through survey methods, research is planned to take respondents from some populations and use questionnaires and interviews directly with the respondent as the tool main data collection. As for who

became the population in the study namely assisted MSMEs at PT. Perkebunan Nusantara III, totaling 243 actors MSME business. The Retrieval technique sample use sample saturated. Sample fed up this could interpret that technique determination sample when all member population used as a sample. Method this often used for size small populations or want to To do generalizations with very small errors. So the sample in a study namely 243 perpetrators of SME business.

Deep data collection study this researcher use data source primary and secondary. According to (Sugiyono, 2019) primary data was obtained in a manner direct from respondents through a questionnaire or questionnaire, questionnaire in study especially formerly arranged based on indicators from every variable free, bound, and intervening, while secondary data is supporting data like reports, books, structures organization, and literature related to the problem study this. Secondary data in the study this form report results evaluation from the partnership program as well as structure organizations in PT. Nusantara Plantation III.

The method used in the study namely: (1) Observation or what is also called observation, includes activity loading attention to something object using whole tool senses. Observations made in a study see in a manner direct existing conditions in the field especially the partners in the partnership program from PT. Nusantara Plantation III. (2) Questionnaire is several question writing used to obtain information from a respondent in the sense of reporting about personally, or the things he knows.

Do validity tests before the interesting conclusion to see What question items are used? capable measure what want measured. There is various type of draft about validity, research this use multiple validity used in various study economy. A question item in something questionnaire is used for measuring something construct (variable) studied.

analysis models using the equation model structural or *Structural Equation Modeling* (SEM) is gathering from techniques possible statistics testing a Suite relative relationship complicated in a manner simultaneous. Before data processing through AMOS then needs conducted change ordinal data into continuous data by using the Method of Successive Interval (MSI) as used in the Amos program. Use interval scale for interest statistics parametric, besides is something prevalence, also for change data to have a normal distribution. Transformation using this model means no need to perform a normality test. Because one condition use statistics parametric, in addition to data must have an interval (and ratio) scale, the data must have a normal distribution. Unlike statistics nonparametric is used to measure distribution.

Structural Equation Modeling is a decent answer for the combination Of analysis factors and analysis regression double because at the moment researchers identify dimensions - dimensions of a draft or construct, at the same time researchers also want to measure the influence or degrees between factors that have been identified the dimensions it. Thus SEM is a combination Of analysis factors and analysis regression double. To measure Validity and Reliability conducted an evaluation or measurement model fit test. Evaluation this conducted on every construct or measurement model via standard loading. Reliability is seen from the score *Construct Reliability* (CR) ≥ 0.70 and *Variance Extracted* (VE) greater than 0.5. Construct or the measurement model has good validity if the *Standard Loading Factor* SLF > 0.5 (Wijanto, 2008).

Evaluation of validity from measurement models said to have good validity to construct or variable the latency if payload factor (*Factor Loading*) is greater than score critical 1.96 (≥ 1.96) and evaluation to the validity of the measurement model could show payload factor standard (*Standard Loading Factor*, SLF).

Evaluation of model fit through review to various criteria *goodness of fit* through p-value, RMSEA, NFI, NNFI, CFI, IFI, RFI, Std. RMR, and GFI. Model testing using the *overall model* and *statistical goodness of fit* along with testing coefficient path: Significance test coefficient pathways (α and β) using the t-test with a significance of $p < 0.05$ as well Fulfill criteria *Statistics of Goodness of Fit* with all coefficients in significant models.

RESULT AND DISCUSSION

Occur influence significant Experience of the Partnership Program. The critical value of 8.259 is greater than the score standard error and value probability. Occur influence significant Experience on MSME Performance. The critical value of 6,037 is greater than the score standard error and value probability. Occur influence significant partnership programs to SME performance. The critical value is -4,077 greater than score standard error and value probability.

Is known that the t - count value is -3.6347, bigger than t - table with a level significant of 0.05 ie of 1.96, then could conclude that coefficient mediation 0.04 significant means there is influence mediation, meaning the partnership program has influence significant in mediating HR experience of SME performance.

Influence Experience Against the Partnership Program

The results of the data analysis show that experience source power man significantly influences the partnership program at PTPN (Persero) Nusantara III. this result is in line with the results of research conducted by (Styaningrum, 2018) with the title study influence of venture capital, level experience entrepreneurship and innovation to MSME performance in Madiun City state that level experience do business capable increase ability SMEs in development effort.

Next research (Safrianto, 2020) with the title study influence Skills entrepreneurship and experience effort to success entrepreneurship state that experience capable bring SMEs _ to avoid risk failure effort. Then (Vasan, 2020) under the title study *Moderating Effect of Demographic and Business Characteristics on Performance of Women-Owned Small Enterprises: Empirical Evidence From India* stated that experience Source Power Man take effect significant to the partnership. Implications findings in the study this that is that During this The experience possessed by SMEs is limited from results experience down hereditary. This business is run by SMEs still based on suggestions and ratings from family. So that successful experience or good this no regardless from family. There is also no partnership program big impact on experience SMEs in To do development effort. Existing partnerships During this still assessed program of activities considered no give big role in progress effort SMEs.

Cerqueti (2021) expresses that experiencing a successful venture is capable make a perpetrator effort to have a level of defense strong business, especially when facing market pressure caused by competitors.

Influence of the Partnership Program Against SME Performance

Analysis results show that in a manner direct partnership programs take effect significantly on SMEs performance at PTPN Nusantara III. Research results in this in line with the results study previously carried out (Ghonyah, 2019) with the title study *The Role Of Csr And Scam Patterned Partnership In Promoting The Role Of SMEs As Beneficiaries Of Csr To Local Economy* stated that partnership programs played a big role in help for SMEs progress and development. Partnerships capable increase performance SME finance is becoming safer from pressure competition. The next study (Chinomona,

2019) under the title study *Supply chain partnership, supply chain collaboration, and supply chain integration as the antecedents of supply chain performance* states partnerships take effect significant to SME performance. then results in the study (Baroncelli, 2020) under the title study *Collaboration with whom? SMEs at a Crossroads between R&D partnership exploration and exploitation* stated that mutual collaboration and profitable capable increase power competitive SMEs. Partnership program considered the most effective in increase SME class becomes a business unit capable compete with other business units.

Implications findings in existing partnership program research at PTPN Nusantara III through corporate social responsibility activities are very helpful SMEs in increasing SME performance. Based on analysis descriptive shows that partnership program form convenience gets additional capital, as well as a condition existing loans to make partners built that are SMEs, can maintain effort from failure effort. at the moment PTPN Nusantara III has not yet ever Done foreclosure assets or collateral from assessed SMEs late in pay installment.

Partnerships too are interpreted as something from an alliance Among two-party or more that form something bond cooperation based on agreement and mutual feelings need to increase income, sustainability effort, quantity production, quality production, increase quality group partner, and improve ability effort group partners independent. System partnership in general is done in some way, for example by agreement contract cooperation Among company partners with partners. Next (Wibisono, 2019) formulates three principles important in a partnership, that is first equality (*equity*). the approach no based on power only, however mutual relationship respect for each other profitable, and mutual belief. To avoid unnecessary antagonism built trust. equality covers existing rewards, obligations, and bonds. Second transparency. Transparency is needed for avoiding mutual feelings suspect between partners' work. Covers transparency management information and transparency management finance. Third, each other is profitable Something partnership must bring benefit for all involved parties.

A partnership program is one of the programs held by each BUMN. this program is a revolving fund disbursement program, which became helps additional business capital for SMEs with conditions, procedures, and time returns that have been determined and agreed upon by the second split party. The Partnership Program implemented by BUMN for Small and Medium Enterprises is something from not quite enough answer from State Owned Enterprises (BUMN) to the Public.

Partnerships too are interpreted as something from an alliance Among two-party or more that form something bond cooperation based on agreement and mutual feelings need to increase income, sustainability effort, quantity production, quality production, increase quality group partner, and improve ability effort group partners independent. According to (Suryana, 2014) state, the possible indicators used to measure partnership that is there is four that is access to capital, coaching, linkages management, and business are mutually exclusive and profitable. Research conducted by (Maftukhah, 2017) states that indicator partnership consists of three indicators that is trust, cooperation, and dependability.

Influence Experience Against MSME Performance Through the Partnership Program

Based on the results data analysis that has been done shows that partnership programs have a role significant in mediating the HR experience of SME performance. Research results this in line with the results study (Lopes, 2016) with the title study *Innovation capacity, international experience and export performance of SMEs in Brazil* stated

that the partnership role in mediating experience SMEs in increases SME performance. next study (Zhou, 2016) the title study *Experience, age and exporting performance in UK SMEs* stated that SMEs participating in the partnership program will more help in developing marketing.

(Jaros, 1995) state that something a company in operating the business expects fluency. Many conveniences and not any problem. In Thing this company no could do alone they must collaborate reluctantly possible parties each other help and each other strengthen. There is a theory that predicts that partnerships will emerge when existence source role power man Becomes central in determining product quality and when customers feel experience losses caused by the weakness company in evaluating the ability of employees.

MSME Performance Improvement Strategy Through the Partnership Program

The role of the partnership is very necessary, it acts as a business environment that can improve the performance of MSMEs (Aulia, 2018; Aulia, 2020a). The partnership program can also be a medium for increasing entrepreneurial competence which can also improve the performance of MSMEs (Aulia, 2020b; Aulia, 2021).

Implications findings in a study that experience effort will direct SMEs for Keep going develop his efforts without must focus join the partnership program. kindly direct and not direct the experiences possessed by SMEs have a big influence on the forward and backward the business undertaken. Furthermore, the existing partnership program makes more SMEs motivated To do management and governance efforts. So the risk fails or bankrupt will the smaller. The experience possessed by MSME actors will be allocated to the partnership program so which will the more make it easy to support activity production MSMEs actors. A strategy that can be implemented by PTPN III is (1) to provide an opportunity for the perpetrator business with minimal experience and difficulties to pay credit notes Required to follow training entrepreneurship and (2) a partnership program next selecting perpetrator MSMEs businesses that have enough experience entrepreneurship.

Offender's interest MSMEs to increase self-ability is still lacking, in line with Aulia's research (2020b). Therefore the partnership program can be a medium to improve the capabilities of MSME actors.

CONCLUSION

Partnership programs have a role significant in mediating the HR experience of MSMEs performance. Partnership programs take effect significantly on MSMEs performance at PTPN Nusantara III. A strategy that can be applied by PTPN III is (1) to provide an opportunity for the perpetrator business with minimal experience and difficulties to pay credit notes Required following training entrepreneurship and (2) a partnership program next selecting perpetrator SMEs businesses that have enough experience entrepreneurship.

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