

ABSTRAK

Kinerja pada industri kecil dan menengah (IKM) yang tinggi dapat dicapai jika IKM memiliki keunggulan bersaing, dan melaksanakan strategi bersaing dan strategi kemitraan yang tepat. Pengusaha IKM perlu melakukan pemahaman terhadap lingkungan eksternal. Adanya perubahan dan persaingan yang dinamis dalam suatu industri dapat menemukan peluang yang disesuaikan dengan kemampuan perusahaan. Selain itu analisa lingkungan eksternal dapat membantu pengusaha menentukan kebutuhan dan keinginan pasar. Sebaliknya analisa lingkungan internal memperlihatkan apa yang seharusnya dilakukan oleh perusahaan. Tujuan penelitian ini adalah untuk menganalisis dan mengetahui pengaruh lingkungan eksternal dan internal terhadap strategi bersaing dan strategi kemitraan yang berdampak pada keunggulan bersaing dan implikasinya pada kinerja IKM.

Metode penelitian yang digunakan adalah metode survey, yakni deskriptif dan eksplanatori survey. Jumlah responden dalam penelitian ini sebanyak 140 pengusaha IKM di Sumatra Barat, yang ditentukan dengan teknik sampel yaitu *proporsional cluster random sampling*. Untuk menguji hipotesis penelitian digunakan statistika multivariate dengan alat uji *Partial Least Square* (PLS). Sedangkan untuk pengolahan data menggunakan program smartPLS 2.0 dan SPSS versi window.

Hasil penelitian menunjukkan (1) lingkungan eksternal dan lingkungan internal berpengaruh terhadap strategi bersaing IKM secara simultan, dimana lingkungan internal memiliki pengaruh yang dominan terhadap strategi bersaing IKM (2) lingkungan eksternal dan lingkungan internal berpengaruh terhadap strategi kemitraan IKM secara simultan, dimana lingkungan internal memiliki pengaruh yang dominan terhadap strategi kemitraan IKM (3) lingkungan eksternal dan lingkungan internal dengan strategi bersaing, serta strategi kemitraan, berpengaruh terhadap keunggulan bersaing IKM secara simultan (4) lingkungan eksternal, lingkungan internal dengan strategi bersaing, strategi kemitraan, serta keunggulan bersaing berpengaruh terhadap kinerja IKM secara simultan.

Kata Kunci: lingkungan eksternal dan internal, strategi bersaing, strategi kemitraan, keunggulan bersaing, dan kinerja IKM.

ABSTRACT

The performance of small and medium industry can be highly achieved if SMEs have competitive advantage. SMEs have to implement competitive strategy and partnership strategy optimally. Entrepreneurs of SMEs need to understand the nature of external environment. A study of general trends and the dynamics of competition within industry can highlight opportunities that match the capabilities of entrepreneur. It is then important to evaluate the internal capabilities of enterprise so that these can be mathed with market needs and other external opportunities. In other words, analysis of external environment helps the entrepreneur to determine what business potensial exist, whereas internal analysis reveals what the venture is able to do. The objective of research are to analyze the effect external and internal environment on the competitive strategy and the partnership strategy and its impact on the competitive advantage and its implication on the performance of small and medium industry in west sumatra.

The research methodology used in this study is descriptive and explanatory survey. Total respondents are 140 entrepreneurs of SMEs in West Sumatra. The sample technique uses proporsional cluster random sampling, while data analysis technique used is PLS.

The research shows that (1) external and internal environments have significantly effect to competitive strategy simultaneously, But the influence of internal environments on competitive strategy is higher than the influence of external environments on competitive strategy (2) external and internal environments have significantly effect to partnership strategy simultaneously, But the influence of internal environments on partnership strategy is higher than the influence of external environments on partnership strategy (3) external and internal environment as well as competitive strategy, and partnership strategy have significantly effect to competitive advantage simultaneously (4) external and internal environment as well as competitive strategy, partnership strategy and competitive advantage have significantly effect to performance of small and Medium industry simultaneously.

Keywords : *external and internal environment, competitive strategy, partnership strategy, competitive advantage, performance of small and medium industry.*