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INFLUENCE OF STRATEGIC COMPETITIVE ADVANTAGE ON COOPERATION PERFORMANCE

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Abstract

The purpose of this study was to find solutions for problems related to the cooperation performance when connected with Strategic competitive advantage. This study was theoretical review, especially about the effect of Strategic competitive advantage on the cooperation performance. Competitive advantage is the ability of a company to achieve economic benefits in respect of the profits that can be achieved by a competitor in the market in the same industry. Companies that have a competitive advantage always had the ability to understand the changes in the structure of the market and is able to choose an effective marketing strategy. The results showed that Strategic competitive advantage have a significant effect on cooperation performance. Furthermore it was found that Strategic competitive advantage has implication for cooperation performance.

Keywords: Strategy, Competitive Advantages, Performance, Microfinance Institution

INTRODUCTION

The existence of microfinance institution or MFI is very important in the economy of developing countries, particularly in helping the poor to gain access to loans and other financial arrangements. Indonesia itself puts the cooperative as a pillar of the national economy. Economic empowerment Indonesian through cooperatives are an integral part of national development, especially as the implementation of the principle of kinship (Article 33 of the 1945 Constitution). Economic empowerment through Cooperative, Micro, Small, and Medium Enterprises (SMEs) is intended to achieve three (3) things at once, namely (a) are directly related to an increase in pro-poor welfare, (b) support national economic growth (pro-growth), and (c) expansion of business opportunities and employment in order to reduce unemployment (pro-job) (Board; 2012).

Development approach aimed at economic actors, particularly in cooperatives and SMEs is essential to facilitate access to financial institutions. Poor people need quality financial services in a sustainable manner, such as savings, time deposits, loans, and various other micro financial services required. To achieve this mission, the Indonesian government and stakeholders to cooperate remove obstacles to the development of microfinance whose mother, as reflected in the White Paper for Indonesia Economic Policy.

During this lending to the poor constrained collateral requirements so that credit from banking institutions can not reach the low-income population. It is empirically proven in many countries that microfinance institutions managed to empower the poor, especially women (Cull, 2009). Financial services cooperative that grows in the pockets of the poor so far managed to bridge the obstacles to conducting a series of community-based economy, including by providing training and mentoring.

Cooperative financial services in Indonesia is one of the institutions of microfinance institutions that are legal entities that operate in the conventional cooperative (called the Credit Unions or KSP), as well as sharia (called Cooperative Financial Services Sharia or KJKS) which permits and supporting them by the Ministry of Cooperatives and other UKM. Lembaga which also gave the waiter in the form of savings and loan finance banking institutions whose licenses are issued by Bank Indonesia as well as NGOs and fostering license under the Ministry.

Although Indonesia has a wide range of providers of microfinance services, but the gap between demand and supply of microfinance services is still there. Most families in Indonesia do not have access to financial services, especially families living in rural areas and outside Java and Bali high number of poor communities. Problems of low access of the poor to microfinance cooperative services caused by the legal framework of microfinance is still limited, inadequate regulation and supervision, and is still applied "old paradigm" in the form of subsidized loans with a certain target that runs concurrently with the application of the "new paradigm "ie microfinance cooperative paradigm developed commercial and market-oriented.

Based on the pattern of presentation of general information obtained demonstrate the performance measurement and preparation of competitive strategy that is consistent with the formation of cooperatives in general and in particular the financial services cooperative basis of the comprehensive not done. Traditional measurement systems that are causing organizational weaknesses analysis and competitive advantage can not be done in depth (Kimando, et al, 2012). Therefore, a comprehensive approach in the assessment of the performance of the cooperative sanngat needed, in particular by using the balanced scorecard (BSC).

Application of BSC concept is relevant to performance measurement as well as a competitive strategy and banking financial institutions (Zhang & Li, 2009). In a cooperative environment (in Indonesia) BSC is relatively new and still very minimal that implement it. Based on the value-added owned BSC, becomes the basis of Cooperatives and SMEs disseminate ministry to be applied to the cooperative, through technical assistance and training activities have introduced the concept of BSC to the cooperative. From 2010 until 2013 (recorded) 1,500 administrators / supervisors / managers of cooperatives in Central Java Province, East Java, West Java, Riau, Jambi, West Sumatra, Kalimantan, South Kalimantan, NTB, NTT, Sulawesi, Bali, Bengkulu, and North Sumatra have followed bimnbingan and training BSC (Ministry of Cooperatives and SMEs; 2014)

Phenomena that arise from the development of the Cooperative Financial Services (KSP / KJKS) can not be separated from the phenomenon of local, national and even international in general affect the development of the cooperative itself. As low performance achieved does not come by itself but rather the result of a decision-making process and the activities undertaken by the management (board, Supervisor, manager, and also includes members) KJK, and influenced by revolutionary trends that happened today such as: acceleration products and changes in technology, competition, demographic change, and tendency-a tendency towards public services and information.

In the competitive business environment, financial services cooperative management must have the ability to differentiate themselves in the competition in order to be able to survive this is in accordance with the statement of Peterson (2005) that the cooperative must get competitive advantage over other business organizations to be able to win in the competition. Factors competitive advantage must come from: (1) the sources of tangible just as the quality or uniqueness of the products marketed and capital strength; (2) non-tangible resources such as brand name, reputation, and management practices are applied; and (3) the capability or competence core complex is the ability to perform a series of specific job or competitive activities (Peterson, 2005).

Cooperative will have a competitive advantage when customers (mainly members) obtain satisfaction through the impression that the product or service is better than competitors' products or services. For that cooperatives should pay attention to five points in developing the competitiveness, which focus on the customer as a member or non-member, fidelity on quality, attention to comfort, concentration towards innovation, and dedication to service (Hendar, 2010) For that management needs to learn more reliable resources to excel and be able to compete in the business environment, namely through the ability to put leverage on resources that are able to put the cooperative in competitive position in the long term.

This phenomenon outline indicates that the performance of the Cooperative Financial Services is low due to the competitive advantages possessed too low. That is because the application of the basic types of competitive advantage has not been fully implemented in accordance with the conditions of the external factors and internal factors facing owned. In other words not maximal application of the strategy of competitive advantage due to analyze the inability and adapting the challenges and opportunities of external environmental factors faced by the cooperative financial services and simultaneously analyze and empower the weaknesses and strengths of the corresponding internal factors and owned financial services cooperative Posted by. Performance or success of the cooperative financial services is strongly influenced by the competitive advantages that are owned and environmental factors facing and internal environmental factors that are owned and managed in accordance with the industry who try it.

There are three important ideas in the definition of participation is involvement, contribution and responsibility (Keth Davis; 1990, Arief Subiyanto; 1993, Hendar 2010). Participation as a member of the owner (participation contribution) may be proposed, supervision, criticism and capital contribution and the contribution required cooperative. While the participation of members as service users / customers can be the purchase of goods and services produced and or sell goods and services to cooperatives.

In order to provide maximum operational cooperative waiters asked to efficiently and effective. In cooperative known three kinds of efficiency, ie the efficiency of the business, the efficiency of members and efficiency of development. Business efficiency is defined as the achievement of cooperative business efficiency, and efficiency of members used to see where sejuah cooperative efforts to meet the needs of members in relation to the improvement of welfare. The efficiency of development intended to see how the cooperative development goals in the region (Hanel; 1989 Hendar; 2010).

In service delivery, especially to members of the cooperative are required to work in a professional manner in order to realize competitive advantage, here cooperatives are required to be able to combine the management of all resources that become elements of an optimal internal environmental factors in order to produce the required goods and services consumers (both members and non-members). This means that niali-value business and economic principles and economic laws applicable in the cooperative management. One reflection of competitive advantage is the ability of cooperatives to remain "survive" in the "turbulence" environmental uncertainty. Many cooperatives established by the managers to then not have the ability to "going concern", and this phenomenon be justification that a cooperative of the establishment does not have a strategy on how to survive to live and thrive. Furthermore, when a cooperative has had and get an edge, it can be said that the organization has "survive" and have a positive performance. The positive performance can be proved one indicator is the increase in net income (SHU), which in turn will have an impact on improving the welfare of the members.

LITERATURE REVIEW

Strategic Competitive Advantage

Competitive advantage is a key concept in strategic management, because it is a competitive strategy that is designed to be exploited by a company. However, the position of superiority affect the company as a search arena of competitive advantage. According to the perspective of business management, competitor is a company that is able to meet the needs of the same customers. The perspective of strategic group, competitor is a collection of companies that compete in an industry that has in common strategies and resources. Strategic dimension to distinguish between strategic groups include: price, quality, degree of vertical integration, geographic scope, depth of product line, the level of diversification, R & D expenditure, market share, profits, and product characteristics.

Furthermore, the expert management strategies, such as Wheelen & Hunger (2010) and Porter (1996), has explained that competitive advantage is influenced by competitive strategy, and implementation of business strategy consists of competitive strategy and cooperative strategy affect the performance of the company (Wheelen & Hunger , 2010). Competitive advantage according to Porter (1986) is the ability of a company to achieve economic benefits in respect of the profits that can be achieved by a competitor in the market in the same industry. Companies that have a competitive advantage has always had the ability to understand the changes in the structure of the market and is able to choose an effective marketing strategy. Studies conducted further stipulates Porter generic strategies which are classified into three categories, namely cost leadership, differentiation, and cost focus. Selection of each company to the generic strategies above will depend on the analysis of the business environment to determine the opportunities and threats.

Cost Leadership is a strategy used by the company if you want to lead the market through a low cost base and with a broad base pelenggan. In this strategy the company operates to produce goods or services at a low cost, or in other words that through the efforts of a more effective, efficient and economical in producing goods or services produced as compared to its competitors. Efforts to produce a product or service at low cost including through: (a) Finding ways to reduce costs by looking at previous experience; (B) Tightening control expenses and overhead costs; and (c) Minimize the cost in every line of the company's activities related to the company's value chain as in research and development (R & D), services, sales, and promotions. For companies who are able to implement cost leadership strategy then there are some benefits to be obtained, namely: (a) Ability to earn above average despite very strong competition in the market; (B) protect the company from a strong buyer, due to the low cost pemebeli can no longer force the company to reduce costs; (C) To provide flexibility to companies to cooperate with suppliers; and (d) Providing high barriers to entry for competitors of the company, especially in terms of cost advantages and the creation of products or services that scale economies.

Secondly, Companies that implement differentiation strategy means: (a) the company is trying to be different in some dimensions that have value for customers; (B) The Company will obtain an above-average performance when set premium rates exceed the additional costs incurred to obtain uniqueness; (C) In contrast to the strategy of cost advantage, differentiation strategy, the company can apply more than one strategy, depending on the number of attributes that are considered important by the buyer to the attention of the company.

Implementation of cost focus strategy means that the company: (a) Creating a price advantage in a particular target market compared to other target markets. For example: providing low cost programs in specific segments; (B) Using a strategy to face a competitor whose performance is above average, for example: benefits and high costs that want owned by segment. In contrast to the views expressed Porter (1996), on the other hand, Miles and Snow (1978) distinguishes choice of organizational strategy into four types of strategies are: (l) prospectors, (2) defenders, (3) analyzers, and (4) reactors.

In companies that implement strategies Prospectors, the company uses a strategy oriented innovation and creativity to create new products or new markets. The company strives to always be a pioneer in the competition, and willing to sacrifice the internal efficiency to innovate, and creations. This strategy needs the support of the staff were really skilled, and have the ability, so that emphasizes human resource practices in search of human resources capable of creating change, and have high creativity. If internal resources do not meet, the organization would be willing to seek from external sources despite the high cost. Furthermore, the companies are implementing strategies defenders, the company emphasizes the use of strategic stability and viability of the business. The Company maintains its core business or core business, without many changes pass. Attention-led organization in the long-term stability. Next is a group of companies called analyzers, which are companies that use strategy between defenders and prospectors. That is, the company is not too willing to take big risks to innovate, but still trying to create excellence in service to the market. While the fourth group was reactors, the type of company that is more suppressed by the environment, because of lack of attention to their changing environment and competition system. Such companies are more concerned with efficiency, reduce costs including presses on human resources.

At the end of the competitive advantage of a company would theoretically be very dependent on the superior quality of services provided, efficiency in conducting business activities so as to improve the quality of services along with improving profitability, innovation that is able to maintain a competitive edge continuity of services provided, as well as rapid response and appropriate to the needs of the customer.

Organizational Performance/Cooperation Performance

An important role of organizational performance to support business processes have received special attention management experts. Empirically, the researchers have tested the use of a construct of performance for a variety of issues related to the survival of an organization (Venkatraman & Ramanujam, 1986). Performance, according to Whitmore (1997), is an achievement of the target in the form that must be known and communicated to all parties within the organization, and are associated with vision assigned to an organization. Narrowly, business performance reflects the achievement of the objectives ekenomi an organization that is reflected in the financial indicators. Financial indicator-based performance measures is referred to as an indicator of financial performance and it has become the main model in research in the field of strategies (Hofer, 1983). Generally, financial indicators used for this approach is sales growth, profitability (which is reflected by the return on investment, return on sale, and return on equity), earnings per share, and so on. In addition, in an effort to better reflect current market conditions, the researchers also used the areas of strategy-based performance measurement market, such as market-to-book or stock-market returns and the like (Montgomery, Thomas, & Kamath, 1984). Broader conceptualization of business performance is the measurement of performance that incorporate operational performance indicators (nonfinancial) in addition to the measurement of financial performance. This is done because the financial measures are not fully able to provide a real picture of the state of the company. Under this conceptual framework, measurements such as market share, new product introduction, product quality, marketing effectiveness, manufacturing value-added, and another measurement of the efficiency of the technology included as indicators of organizational performance measurement. Besides the paradigm of performance measurement as described above, in the late 1980s emerged a new paradigm known as the balanced scorecard. This idea evolved because companies have already started to think to balance the performance of non-financial information with financial data. Integration between the performance of non-financial and financial data will help the company to determine the strategy for the challenges of the future.

Balanced Scorecard arises from a simple argument is that the financial model of the business alone is no longer sufficient as the primary way to manage performance. The financial model is beneficial to provide details about what happened yesterday, but only slightly helpful in managing the development of the business. This is because the financial model displays the data obtained historically and illustrates the company's past performance that is hard to describe the situation what will happen in the future.

Furthermore, the measurement of the performance of the balanced scorecard approach to performance evaluation is done by considering the company 4 (four) perspectives (Kaplan & Norton, 1996), namely financial perspective, customer perspective, internal process perspective, and learning and growth perspective. A more detailed description of each perspective are as follows:

a. Financial Perspective

Financial perspective into focus the objectives and measures in all other balanced scorecard perspectives. Each measure must be part of a causal relationship, which in turn will be able to improve financial performance. Mulyadi and Setiawan (2001: 347) explains that the financial performance measures indicate whether the strategies, goals, strategic initiatives and implementation is able to contribute in generating profits for the company. Financial measure commonly manifested in profitability, growth and shareholder value. Financial perspective can be measured through appropriate financial ratios financial statement profitability ratio, which is a tool to analyze or measure the level of business efficiency and profitability achieved by the companies concerned. Generally ratios used are: (1) Return on Assets (ROA). Ratio This ratio is used to measure the ability of management to obtain an overall profit, and (2) Return on Investment (ROI). This measure is used to align the income generated by the investment level.

Furthermore, the application of the balanced scorecard to measure the performance of a financial perspective, the company needs to determine the strategic objectives relating to the company's ability to survive the financial sector, successful and prosperous, and then determine the size of the results for each of these strategic objectives. Measurement used can be very different in each stage of the business life cycle. Kaplan and Norton (2000: 42-43) divide the business life cycle into three stages. (1) Growth: This stage is the initial stage of the business life cycle. In this stage the company usually has a negative cash flow and return on capital are low, then the measurement used is the rate of growth of sales or revenues. (2) Sustain: In this stage the company is expected to maintain existing market share and gradually grow year after year. Most at this stage the company will establish financial goals related to profitability. This purpose can be expressed by means of the size associated with the accounting profit as operating profit and gross margin. This measure considers the investment capital of a company is already fixed and ask the manager to maximize the revenue generated from the capital investment. In addition, at this stage the company was asked to not only manage the flow of income but also the level of investment capital invested. The measures used to regularize the profit generated by the return on investment. (3) Harvest: A stage in which the company gain from the investment made. This stage is achieved by firms in producing its products have reached saturation point. The company just invested in the maintenance and repair of facilities that have been owned. The overall financial objectives for the business at this stage is the operating cash flow (before depreciation) and saving various working capital requirements.

b. Customer Perspective

In the perspective of the company's customers identify market segments and customers where they will compete. A market segment that will be the source of a major component of financial goals, or it could be said that the market or sales are the backbone of the company's sustainability. Customer satisfaction in enjoying the products or services of the company is an important variable to assess the success of a company, because without the presence of the consumer can be sure that the existence of the company will not last long. Customer perspective enables companies to identify and measure the proportion of the value to be given by the company to customers and target markets.

Mulyadi (2001: 238) states that the measure can be used to measure the success of achieving the strategic target customers are: (1) market share, (2) customer acquisition, (3) customer loyalty, (4) customer satisfaction, and (5) profitability customer. Market share reflects the proportion of businesses owned by the company in a market segment. Customer acquisition reflects the company's ability to attract or win new customers or business. Customer loyalty reflects the company's ability to sustain or maintain relationships with existing customers. Customer satisfaction reflects the company's ability to satisfy its customers based on certain criteria (such as quality, time, price). Customer profitability reflects the ability of the service to the customer or a specific market segment in generating profits.

c. Internal Business Perspective

This perspective refers to the work done in the organization. In this perspective the organization's performance is measured by how the organization is run and whether the organization can operate production or services effectively and efficiently according implied or organizations that claim to be customers.

Kaplan and Norton (2000: 83) explains that in perspective, there are three main components, namely (1) the process of innovation, (2) operational processes, and (3) the service process.

d. Learning and Growth Perspective

In this perspective measure matters relating to human resources. There are three dimensions that must be considered in this perspective are:

(1) The ability of Employees

Measurements were performed on three main points namely measurement of employee satisfaction, measurement of employee turnover in the company, and the measurement of employee productivity.

(2) Information System Capabilities

Measurement of the company can be done by measuring the percentage of availability of the information required by the employees of the customer, the percentage of availability of information on the cost of production and others.

(3) Motivation, Granting Privileges and Restrictions Authority Employees

Measurements can be done through several dimensions, namely: (a) Measurement of the advice given to the company and implemented, (b) Measurement on improving and improving employee performance, and (c) Measurement of the limitations of the individual within the organization.

To determine the objectives and measures related to the ability of the employees there are three things that will be considered in this study are:

(1) Productivity of employees

Is a measure of the results, the overall impact of efforts to increase employee morale and expertise, innovation, and customer satisfaction. The goal is to compare the output generated by the number of employees who were deployed to produce the output. There are many ways to measure labor productivity and one of the simplest measure of productivity is per capita income.

(2) Percentage Skilled Employee Training

Coaching and development of human resources is a priority concern. This is done in an effort to increase competence in managing the management, so that employees can continue to grow and skilled in their respective work units.

(3) Employee satisfaction

Overall job satisfaction is now considered very important by most companies and this is a pre-condition to improve productivity, quality responsiveness, and customer service. To achieve employee satisfaction, then the manager can conduct surveys on a regular basis. There are several elements of employee satisfaction about involvement in decisions (Lasdi, 2002), namely (A) Recognition; (B) Access to information; (C) active encouragement to creativity and initiative; and (D) Support boss

Gaps in the financial aspect, customers, and internal company processes can be detected by using a balanced scorecard. To make improvements to the performance and reduce the gap companies need to implement employee training programs and continuous improvement system that is aligned with the procedure (Ward, 1999).

Balanced scorecard emphasizes the company's efforts to implement the investment for the sake of the future, including human investment, systems and procedures. Human or corporate employees need to be given regular training to increase skills or abilities in order to meet changing customer and environmental guidelines. The system needs to be improved by using information technology. In this perspective to measure the importance of a business organization to continue to pay attention to their employees, to monitor the welfare of employees and increase employee knowledge. This happens due to the increased level of knowledge of employees will increase the ability of employees to participate in the achievement of corporate goals.

Excellence in the balanced scorecard concept of strategic planning system is able to produce a strategic plan that has the following characteristics (Mulyadi, 2005):

(1) Comprehensive

Balanced scorecard broaden perspectives covered in strategic planning. Expansion perspective of strategic plans for the non-financial perspective generates benefits consist of: (1) Promising financial performance and sustainable multiplied; and (2) the ability of the organization to enter complex business environment.

(2) Coherent

Balanced scorecard requires personnel to establish a causal link between the strategic objectives resulting in strategic planning.

(3) Balanced

Balance of strategic targets generated by the system of strategic planning is important to generate long-term financial performance.

(4) Measured

Measurable strategic targets generated by the system of strategic planning promising achievement of strategic objectives generated by the system.

In this study decamping 4 (four) balanced scorecard perspectives, researchers also will exclude social perspective as one measure of organizational performance. This is done because the object of study in this research is a microfinance institution. In general, one of the indicators of the success of the institution in question is their ability to reduce poverty.

e. Social Perspective

Especially for Microfinance Institutions (MFIs) there is a social aspect that should be added for performance assessment such institution. This addition is based on the argument that in order to measure the performance of an MFI, we not only consider the aspect of financial sustainability (balanced scorecard) of the organization, but also must consider aspects of improving the living standards of clients (social perspective) as a measure of the success of an MFI's principal, including Cooperative Financial Services in it. This is in line with research that has been done Matul & Simonyan (2007) on Microfinance Institutions MDF-Kamurj in Armenia and Pawlak & Egusquiza (2007) on the NGO Manuela Ramos-CrediMUJER in Peru.

THEORETICAL FRAMEWORK

Influence of Competitive Strategy with Organizational Performance/Cooperation

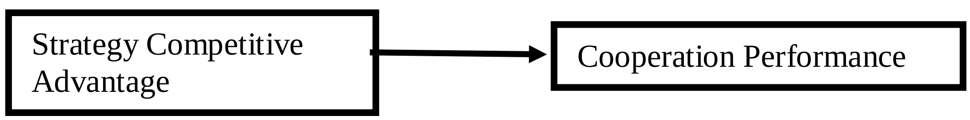
Performance

Powers and Hahn (2004) analyzed the relationship between competitive methods, generic strategies, and performance of the company and found that the method of competing in the banking industry corresponds to the type of generic strategy (proposed by Porter, 1980). Competing methods are actions taken or resources used overall strategy development process and in line with efforts to improve corporate performance (Porter, 1980, 1985; Day and Wensley, 1988; Bharadwaj et al., 1993; Campbell-Hunt, 2000).

Experts state that the management strategy of competitive advantage and performance associated with market attractiveness and internal capabilities, it is described in the research Wheelen., Et al (2010) and Porter (1996). Then Wheelen., Et al (2010) and Robins (2001) explain that competitive advantage is influenced by the competitive strategy. While Hao Ma (2004) states that the global competitive advantage can be achieved through a strategy of competition, cooperation, and co-option. The implementation of business strategy consists of competitive strategy and cooperative strategy affect the performance of the company (Wheelen., Et al, 2000). Competitive strategy which consists of cost leadership, differentiation, cost focus and differentiation focus strategy and the creation of competitive towards excellence affect performance (Porter, 1996) state that the application of competitive strategy consists of cost leadership, differentiation, and focus affect the company's performance against.

From the above it can be stated that the positive effect of competitive advantage strategy with the performance of the cooperative and can be illustrated in the following figure:

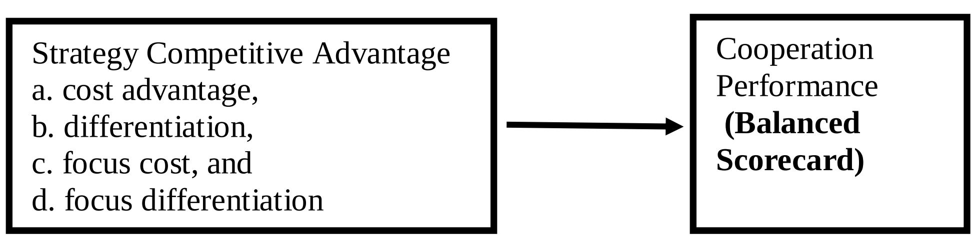
Figure 1: Relationship between SCA & CP



Source: (Porter,1996; Oliver, 1997; Hermes, at al, 2008, Tod,Ketche & Lomles, 2008; Power & Hahn, 2004)

Of a partial picture of the effect of each variable between competitive advantage strategy, and performance of the cooperative financial services, it can be arranged as represented research paradigm shown in the figure below. This research attempts to explain and predict the competitive advantage strategy implications on the performance of Cooperative Financial Services.

Figure 2: Theoretical Framework



CONCLUSIVE REMARKS

The strategic competitive advantage effect on the cooperation performance. The theories that already exist about management and organization make more emphasized linkages, that the influence the strategic competitive advantage to increase the cooperation performance. The results of the theoretical evidence from this study can be used to solve problems that occurs the strategic competitive advantage and the cooperation performance. The cooperation performance can be improved through increases in the strategic competitive advantage. The conceptual research is expected to help strengthen the premises either theories and previous studies and conceptual research is expected to serve as a source of information and reference for conducting research on topics related to the study, both are complementary.

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