


PARTICIPATION OF BATIK SMES TOWARDS BUSINESS INDEPENDENCE AND COLLABORATIVE ADVANTAGE: A CASE STUDY ON NATURAL COLOR BATIK SMES

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 22 March 2023</p>	<p>Purpose: This study aims to answer the level of participation of batik SMEs toward business independence and sustainable collaborative advantage.</p>
<p>Keywords:</p> <p>Participation; Business Independent; Collaborative Advantage; Small Medium Enterprises; Participatory Research.</p>	<p>Theoretical framework: Participation theory in the context of SMEs is needed so that MSMEs can take advantage of company-specific assets so that they can increase competitiveness and independence and (Nazaruddin & Anwarudin (2019; Chesoli, 2013) and collaborative advantage (Holmes et al., 2019; Stevens, 2013; Huxham & Vangen, 2005).</p> <p>Design/methodology/approach: This is descriptive qualitative research with participants of natural color batik SMEs in Klaten, Central Java. This is because Klaten is one of the areas that have a very strong craft and batik industry ecosystem. The researcher conducted unstructured direct interviews with participants and directly visited business locations. Researchers used triangulation techniques to obtain the validity of the data obtained</p>
	<p>Findings: The results prove that active participation from SMEs can improve business independence and collaborative advantage.</p> <p>Research, Practical & Social implications: This research has implications that when participation programs are implemented by creative SMEs, SMEs can increase business independence and collaborative excellence</p> <p>Originality/value: Participatory research in the context of SMEs related to SME independence and collaborative advantage is still very limited, especially when using a qualitative approach.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1493</p>

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PARTICIPAÇÃO DAS BATIK SMES RUMO À INDEPENDÊNCIA EMPRESARIAL E VANTAGEM COLABORATIVA: UM ESTUDO DE CASO SOBRE BATIK SMES DE COR NATURAL

RESUMO

Objetivo: O objetivo deste estudo foi identificar o perfil da pesquisa acadêmica sobre blended learning no mundo e propor uma agenda de pesquisa para o tema.

Referencial teórico: A literatura recente tem relatado bons resultados tanto no desempenho dos alunos quanto na satisfação dos estudantes no blended learning (Dziuban et al., 2004). No entanto, ainda há muito o que investigar e aprender sobre o BL por ser um desenvolvimento recente.

Desenho/metodologia/abordagem: Analisamos o perfil das publicações internacionais sobre blended learning em gestão e negócios de 2001 a 2021. Identificamos quando, quem, onde e o quê foi publicado sobre o assunto, destacando os autores e periódicos de maior impacto com base no índice h e CiteScore (Scopus), além de explorar a cooperação entre países.

Resultados: O volume de pesquisas vem aumentando nos últimos vinte anos, embora existam poucos autores, instituições e periódicos de referência contribuindo para a consolidação do tema e os países que realizam mais pesquisas conjuntas em redes de coautoria respondem pelo maior volume de publicações, autores e revistas de impacto.

Pesquisa, implicações práticas e sociais: Sugerimos uma agenda de pesquisa futura e destacamos as contribuições feitas para a educação executiva e gerencial.

Originalidade/valor: Os resultados indicam que o número de publicações está crescendo, sendo a área de gestão e negócios a que mais contribui, sendo que os países que produzem em coautoria também fornecem mais publicações.

Palavras-chave: Participação, Independente das Empresas, Vantagem Colaborativa, Pequenas e Médias Empresas, Pesquisa Participativa.

PARTICIPACIÓN DE LAS PYME DE BATIK HACIA LA INDEPENDENCIA EMPRESARIAL Y LA VENTAJA COLABORATIVA: UN ESTUDIO DE CASO SOBRE LAS PYME DE BATIK DE COLOR NATURAL

RESUMEN

Objetivo: El objetivo de este estudio era identificar el perfil de la investigación académica sobre aprendizaje combinado en el mundo y proponer una agenda de investigación sobre el tema.

Marco teórico: La literatura reciente ha informado de buenos resultados tanto en el rendimiento como en la satisfacción de los estudiantes en el aprendizaje semipresencial (Dziuban et al., 2004). Sin embargo, todavía queda mucho por investigar y aprender sobre el BL, ya que se trata de un desarrollo reciente.

Diseño/metodología/enfoque: Analizamos el perfil de las publicaciones internacionales sobre aprendizaje semipresencial en gestión y empresa desde 2001 hasta 2021. Identificamos cuándo, quién, dónde y qué se publicó sobre el tema, destacando los autores y revistas con mayor impacto según el índice h y CiteScore (Scopus), además de explorar la cooperación entre países.

Resultados: El volumen de investigación ha ido en aumento en los últimos veinte años, aunque son pocos los autores, instituciones y revistas de referencia que contribuyen a la consolidación del tema y los países que realizan más investigación conjunta en redes de coautoría acaparan el mayor volumen de publicaciones, autores y revistas de impacto.

Implicaciones de investigación, prácticas y sociales: Sugerimos una agenda de investigación futura y destacamos las contribuciones realizadas a la educación ejecutiva y de gestión.

Originalidad/valor: Los resultados indican que el número de publicaciones está creciendo, siendo el área de gestión y negocios la que más contribuye, y que los países que producen en coautoría también aportan más publicaciones.

Palabras clave: Participación, Independiente de la Empresa, Ventaja Colaborativa, Pequeñas y Medianas Empresas, Investigación Participativa.

INTRODUCTION

Small and medium enterprises (SMEs) have a strategic role in national economic development. They are proven to contribute significantly to economic growth and employment opportunities for many local communities, especially in rural and remote areas across the country (da Costa et al., 2020; da Costa & Xiongying, 2021; Da Costa & Guntur, 2022; Sutrisno et al., 2022). The SME empowerment scheme with a business independence approach is one of the strategic efforts needed to prioritize the ability of SMEs based on the application of planning and approaches to entrepreneurial characteristics and appropriate innovation (Ibrahim, 2022; Surya et al., 2021; Tong et al., 2022; Jacob & Munuswamy, 2022). The batik industry is one of the sources of income for the community and a contributor to foreign exchange for the country. It needs to be fostered and built and encouraged development to take advantage of market opportunities at home and abroad. For the government and universities, the problem of SME participation is a concern at this time because the government assumes that with the implementation of programs from the government or universities, the benefits will automatically be felt by the target community. Brata et al. (2022) suggest that participation requires the identification of real needs so that it can provide benefits for them. Often the target community, namely SMEs, needs help understanding the benefits of each program provided directly, so the results of the implemented program activities are in vain. This is because, generally, the participation carried out by SME actors is only voluntary participation where they participate in the program without participating in decision-making (Suparjan & Hempri, 2003). Nazaruddin & Anwarudin (2019; Chesoli, 2013) argues that the guidance provided to MSME actors is part of the efforts to develop MSMEs through member participation to awaken the independence of business actors. Adam & Alarifi (2021) added that when SMEs participate in innovation practices to deal with the impact of COVID-19, it can positively affect performance and business continuity so that they can be more independent (Cusolito et al., 2016). They even asserts that when firms integrate into global value chains (GVC), it can strengthen and enhance their participation in GVC to increase productivity and formally access the necessary knowledge and technology.

This form of MSME participation implies that MSMEs can utilize firm-specific assets or know-how of their foreign counterparts to increase competitiveness and successful self-reliance in the production network (Harvie, 2019). Sukardi (2022) suggests that people will participate if they feel that the issue or activity is useful or important to participate in and feel that their actions will make a difference (Shen et al., 2022; Leckel et al., 2020). A person who

participates experiences involvement of their self/ego that is more than just involved in a job or task (Allport, 1945). Participation can be in the form of suggestions, services, or material directly or indirectly (Ayudia, 2020). Opportunities to participate in business sustainability can take many forms, including the existence of natural resources that can be developed, open market opportunities (prospects for developing something), availability of capital (money, credit), availability of facilities and infrastructure, open employment opportunities and so on (Slamet, 1994; Hariyono, 2020; Westman et al., 2020). The participation of MSMEs needs to make the basic exchange principle as a reference that MSMEs will participate in development on the condition of getting reciprocity; namely, if there are incentives obtained that tend to be negative and result in sanctions or losses, then it is likely that the activity will be abandoned, and vice versa (Chapman et al., 2019; When & Almomani, 2019; Liu et al., 2018; Khalid & Nawab, 2018). In fact, participation is determined mainly by the awareness of the concerned business actors to realize independence. (Holmes, 2019; Hapsari & Kinseng, 2018).

The current challenge that needs to be addressed is how do business actors in emerging market, which is batik MSMEs in this research context, are able to maintain their existence in carrying out their business. Therefore, the objective of this study is to gain deeper understanding on the participation opportunity, willingness, and ability of batik SMEs in increasing their business independence and collaborative advantage.

This study contributes to the literatures and practice of MSMEs and strategic management. First, it enriches the literature of collaborative advantage, answering the calls from Zahoor et al. (2020) and Leckel et al. (2020), who mentioned that the topic is still rarely explored compared to competitive advantage. Furthermore, this study is carried out with qualitative approach, aiming to obtain the unique depth of understanding of the research topic, particularly in the strategic management within MSMEs context. For the practice, this study can be a reference for managers or owners of the MSMEs who seeks for ways to improve their business. This study offers the alternative to win the competition through the maximization of opportunity, willingness, and ability to participate towards business independence and sustainable collaborative advantage.

LITERATURE REVIEW

Participation Model of Sme Actors

Kreitner dan Kinichi (2007) defines participation management as a process in which people play a direct role in; (1) setting goals, (2) making decisions, (3) solving problems, and

(4) making changes in the organization. It is believed that participation management can improve job satisfaction, commitment, and organizational performance. Consistent with need theory and the work characteristics model of work design. Participation management is predicted to increase motivation because it helps organizations to meet three basic needs; (1) autonomy, (2) work meaningfulness, and (3) interpersonal contact. Satisfaction of needs increases feelings of belonging and organizational commitment, security, challenge, and satisfaction. Conversely, positive feelings of belonging increase innovation and organizational performance. Participation management only works in some situations. On work design, the degree of trust between management and employees, employees' competence, and readiness to participate represent three factors that influence the effectiveness of participation management. Based on work design, individual participation is counterproductive when employees are highly interdependent. Participation management is also less likely to be successful when one does not believe in management. Finally, participation management is more effective when a person is competent, ready, and interested in participating.

Davis et al. (1987; Slamet 2003) argues that participation is a person's mental/thought and emotional/feeling involvement in a group situation that encourages them to contribute to the group to achieve goals and take responsibility for the action concerned. Community participation is the main highlight because the community is in the position of the subject and object of the policies issued by the government. The participation of MSME actors is very important because it is a factor that can optimize the role of the government where the community, as the subject and object of the policy, participates in assisting the government in implementing the policy (Gani et al., 2016). Participation is seen as the involvement of the community as an outside party that acts as a party that benefits or as an object of policies issued by the government in the context of the development process. Community participation involves the entire process and stages of development. Starting from needs analysis, implementation, and monitoring to evaluation. Social participation is carried out to learn to the community about the importance of participation and to mobilize social mobilization (Gaventa & Valderrama, 1999).

According to Fachrini (2014; Slamet (1994), Business actors are required to be willing to assist in the success of the program through the opportunities, willingness, and ability of all community members without sacrificing their interests. Participation is based on a shared understanding that all members hold closely as a result of the interaction and communication process. The bond of togetherness causes a sense of belonging and interconnectedness between

individuals, thus creating harmony and peace because disputes rarely happen as a result of the bond of togetherness formed. An atmosphere of freedom and responsibility where there is no coercion to determine attitudes so that freedom between individuals is not hindered. (Asngari, 2001). Participation as a process of involvement has four stages, namely: participation in planning, participation in implementation, participation in the utilization of results, and participation in evaluation (Cohen & Uphoff, 1977). Referring to the opinion of Slamet (1994), the growth of participation as a real action requires the existence of three prerequisites, namely: opportunity, willingness, and determination.

Based on previous researchers, Kurniawan (2019) stated that MSMEs are still unable to compete with large businesses due to limited resources. Government regulations that are conducive to the conditions of MSMEs can reduce barriers, thereby increasing MSME participation to achieve business independence. (Hoekman & Taş, 2020; Abe & Proksch, 2017). The participation of MSMEs is also invited to discuss ideas or ideas that are owned for the benefit and common goals until a mutual agreement is reached. The form of participation in planning is attendance in the meeting process and the contribution of ideas or ideas. It can also be in the form of reactions, which can be in the form of approval or rejection of the program being discussed. Macro-level participation is needed because the activities are mobilizing resources, funding sources, administrative activities, and detailed explanations of the programs to be implemented. Participation also needs to be evaluated, which aims to determine the degree of success of a program that has been implemented by the plan that has been made, so that success is seen from the suitability of the level of achievement of a program by the planned target. (Cohen & Uphoff, 1977). While Holmes et al. (2019; Stevens (2013; Huxham & Vangen, 2005) emphasizes that the theory of collaborative advantage (CA) states that by collaborating, companies can take advantage of the resources and expertise of others. Organizations can exchange knowledge and co-produce. This can be implemented in the batik paguyuban, which is the object and subject of research for Batik SMEs.

RESEARCH METHOD

This research approach uses a case study by analyzing the natural color of Batik SMEs in Klaten, Central Java. These Batik SMEs are in a Batik association managed by women batik makers. This research emphasizes on qualitative analysis related to the focus on the role of Batik SME participation in improving business independence and collaborative advantage. This is useful to provide an overview of SMEs' participation in creating business independence and

supporting sustainable collaborative advantage, as suggested and researched by other researchers. Holmes et al. (2019; Stevens, 2013; Huxham & Vangen, 2005). The participants of this research are 4 SMEs who have participated in various programs held by the government and have participated in their participation in building and producing batik businesses in the surrounding area. The researcher conducted written interviews and direct interviews with participants and made direct visits to business locations. Direct interviews were conducted in-depth through unstructured questions. The aim was to accommodate the answers asked more easily and for participants to provide accurate responses and answers (Yin, 2009; Eisenhardt & Eisenhardt, 2018). This was necessary because participants were used as the key respondents. Although the questions were unstructured, the researcher also referred to the action steps to realize participation, including willingness, ability, and opportunity to participate in various levels of participation. Likewise, the use of this question is applied because it is still relevant to the conditions in the field. This research conducted a validity test by looking for references and consulting with experts. Furthermore, the reliability test was carried out by researchers with careful field observations and a process of rechecking with participants. Therefore, the triangulation technique was used by researchers to obtain the validity of the data obtained (Moon, 2019; Farquhar et al., 2020; Kalayci et al., 2021). Furthermore, a secondary data search of the literature was conducted by conducting a narrative review and a systematic review. This research received a positive response from the participants because they have always had a high level of concern in contributing to the development of the surrounding area. Consultation with experts and searching for references related to the research theme was conducted to conduct validity testing. Reliability is done by triangulation through three competent sources from stakeholders (government), the local community, and the head of the natural colour Batik association in Klaten. Each of these sources can be used to complement each other and provide input and corrections to each other (Neville, 2014; Yin, 2009).

RESEARCH RESULTS AND DISCUSSION

This study aims to analyze the level of participation of natural color batik SMEs in supporting business independence and collaborative advantage. Currently, natural color batik SMEs in Klaten have carried out business processes from upstream to downstream with a commitment to use natural color materials that aim to reduce synthetic waste and are oriented towards green behavior in every business activity. The hope is that this natural color batik SME has an advantage and uniqueness compared to another batik SMEs. So that, in the long run, it

can continue to survive, excel, and be independent. The impact in the future can also increase collaboration between stakeholders. The results of interviews with four SME owners concluded that they have participated in developing the local area by fulfilling the requirements in opportunity, willingness, and ability. More details can be seen in Figure 1.

Figure 1. Elements and levels of participation: their impact on enterprise self-reliance and collaborative advantage

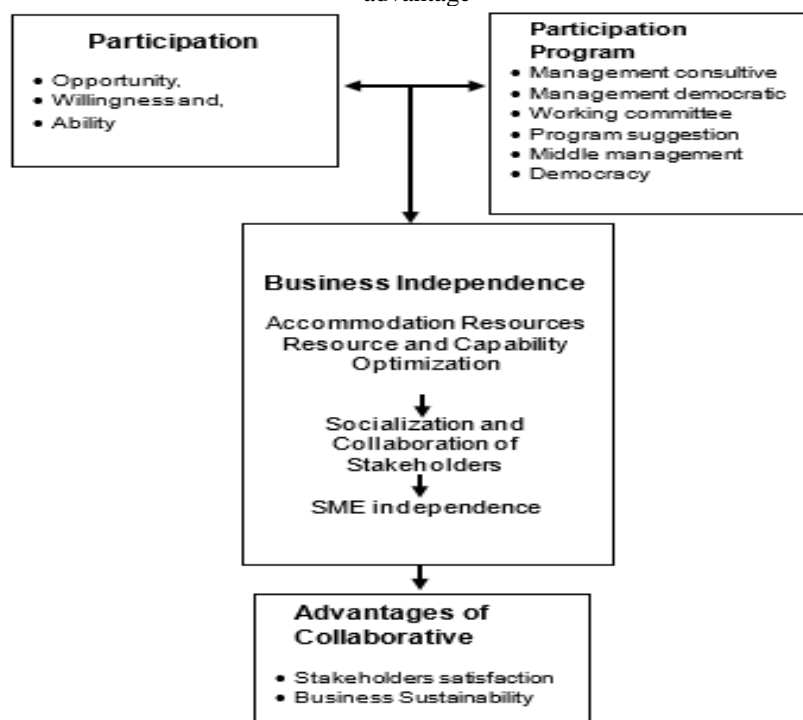


Table 1 describes the conditions and implementation of participation at each level based on literature from Davis & Newstrom (2015). However, the analysis results explain that not all levels of participation can be followed optimally, so it is feared that they cannot run their business properly and collaborate with each stakeholder.

Table 1. Framework Conditions and Implementations Program and participation level of batik SMEs

Level of participation	Condition	Implementation
Management consultive	□ The head of the Batik association consults with batik SMEs who are members of the association.	✓✓✓✓✓

	<ul style="list-style-type: none"> <input type="checkbox"/> The head of the association is encouraged to participate in thinking about current issues that are trending among batik makers, especially about batik designs and colors, and usually asks for feedback to develop ideas before a decision is made. <input type="checkbox"/> The head of the association creates a consulting environment that fosters intimacy and cohesion among the SMEs. <input type="checkbox"/> When there is a problem, they are more concerned about the quality of the decision, especially from the aspects of agreed design and color, pricing, transportation costs, production processes, and other issues. <input type="checkbox"/> The head of the association is humble enough to accept the ideas of the SME manager for the sake of the common good and cohesiveness. 	
<p>Management democratic</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Problems in the business process are solved through a mutual agreement but are still controlled by the leadership of each SME. <input type="checkbox"/> It was agreed that there should be no competition, especially in acquiring raw materials and other scarce resources, so they should collaborate. 	<p>✓✓✓✓✓</p>
<p>Working Committee</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The head of the association forms a task force to work together to create a 	<p>✓✓✓</p>

healthy and conducive work environment.

The established task force meets regularly, often during working time, and produces solutions for the company to assess and implement. It also acts as a 'quality cluster' to provide product and service quality input.

Quality clusters also give SMEs a sense of security that they will not be threatened by competition, in support of sustainable management to improve organizational effectiveness.

The establishment of 'arisan' and 'pengajian' activities to strengthen the relationship between SMEs in the association.

Program Suggestion

A formal program encourages individual SMEs to propose performance improvements. The program was conducted through written communication, and the lack of support from leadership and SMEs meant that the program was rarely implemented.

✓

Note.

High Implementation: ✓✓✓✓✓

Moderate Implementation: ✓✓✓

Low Implementation: ✓✓

Therefore, SMEs still need policies and strategies to collaborate with every stakeholder, including customers, suppliers, and the government. The descriptive results from Table 1 in this research have been complemented by the results of interviews with 4 SMEs as follows:

Participant 1

“We are currently working to improve our management...the association has provided facilities in the form of infrastructure to support our business. When there is an offer of training from the government, we are certainly involved and support each other. The benefits of following it are tremendous. Besides increasing our knowledge.... we also have many relationships from other associations.”

"So far, we have sacrificed time and opportunities to participate in advancing our batik association...we also donate a little profit from the sale of our batik for the common good. The funds can be used to enlarge the association's capital and social interests."

Participant 2

“Actually, from the beginning, we have committed that our batik association was formed for the common interest and mutual progress...we also provide time and opportunities when there are third parties who want to collaborate to advance our business... the government and universities often assist us in increasing confidence in business so that we can be more independent...”

"Sometimes we feel tired in managing our business, but by strengthening ourselves, we can be independent in managing our business...working together and agreeing not to compete with each other..."

Participant 3

"We do realize that our service performance is sometimes stagnant.... this is due to our limited resources...because we are also busy with our other activities, like taking care of our children and family.... however, we remain committed to providing the best service...even our customers also recognize that our service is good and we can even deliver products to customers' homes even though they are relatively far outside Klaten..."

"We are optimistic that our SMEs will survive in the long-term because our batik is unique and interesting. We use natural colors and have interesting and distinctive castings as our advantage...we are also committed to inheriting local wisdom from our ancestors...this is what we will preserve and continue to develop to capture market opportunities so that we can continue to open up employment opportunities for the surrounding community, especially children who drop out of school.”

Participant 4

"We are committed to having and maintaining a good attitude and behavior toward everyone, including the government, community leaders, and local residents. This is one form of our participation in understanding each other...as our concern is to maintain the surrounding environment sustainably. We often do community service as a form of concern for the environment because we do not want to damage nature..."

" When an SME member of our association is sick or in distress, we are ready to help by visiting them and contributing money or other assistance to ease their burden..."

" We are ready if invited to cooperate by other parties, for example by attending training or workshops to improve our abilities ... we are also prepared to receive equipment and capital assistance that relieves.... all to improve our business, and we want to be independent. Several universities usually assist us in providing us with the knowledge to improve our skills so that our products are more innovative."

Based on the results of the descriptions and interviews, strategies and policies are needed that can be used to increase business independence and collaborative excellence, including:

1. The heads of batik associations and SMEs need to be highly committed to advancing their businesses to become more independent. It is necessary to put forward the concept and behavior of cooperating and collaborating with each other. Everything is done so that it can be independent and the business can survive in the long term.
2. The need to increase participation through the implementation of consultive, democratic management and improve effective and efficient work committees while still prioritizing the motto for togetherness. Need to create a service culture and service-oriented work climate.
3. The participating SMEs need to have a reciprocal relationship with language and behaviors that can be understood to exchange ideas, and neither party can feel disturbed by the participation.
4. The basic values inherent in the association and the managers of SMEs must be manifested in the form of real actions and behaviors that can be role models for other SMEs so that they can maintain harmony with each other.
5. Include the SMEs in the association directly in the decision-making and planning process; explain the purpose of decisions and plans; ask for feedback and suggestions on decisions and plans; ask for information about everything from them in the decision-

making and planning effort; provide opportunities for co-ownership of the association's shared resources; and increase delegation of authority.

6. In particular, collaboration is expected to benefit and contribute to (a) reducing elements of environmental uncertainty (e.g., securing a more stable or higher order flow) or fluctuating product prices in the market that require consensus; (b) gaining better access to critical resources (e.g., raw materials, capital, specialized skills or knowledge); (c) enhancing better business, social and environmental performance; (d) increasing stakeholder loyalty;

All of them are used to avoid participation failure and can advance the business to become more independent.

CONCLUSIONS AND LIMITATIONS

This study is carried out to understand more about how the participation of batik MSMEs can lead them to obtain business independence and collaborative advantage. From the results obtained, this study concludes that participation can be beneficial to increase the independence of SME businesses and produce collaborations that are superior, thus they do not compete with others. The benefits of SME participation in driving a region's economy and collaboration can increase business sustainability in the long term. Local wisdom and uniqueness by prioritizing natural colors are one of the main assets, so the business can survive and live long.

This study does not exist without any limitation. First, as it utilizes qualitative approach with case studies, the results of this study cannot be generalized to other types of business. Therefore, it is recommended for future studies to carry out quantitative or mixed method approach with larger samples from different areas to ensure the generalizability of the result. Second, this study focuses on batik MSMEs, and it has not grouped it into different type of business such as manufacturing or service firms. It is recommended for future works to consider carrying out this type of study in different objects, as it will allow comparison between the research objects and understand how to manage the differences.

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