

# Partnership Analysis of Two Wheel and Four or More Automotive Industry MSMEs in Indonesia

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DOI: [10.36348/sjhss.2022.v07i03.003](https://doi.org/10.36348/sjhss.2022.v07i03.003)

| Received: 08.02.2022 | Accepted: 14.03.2022 | Published: 22.03.2022

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## Abstract

The objectives of this study are: (1) to analyze the development and contribution of micro small and medium enterprises (MSMEs) partnerships in the Automotive Industry sector in Indonesia; (2) analyze the pattern and principle of partnership of MSMEs in the Automotive Industry in Indonesia; (3) analyzing the support of the central and local governments for the automotive industry partnership in Indonesia; (4) explore the placement of MSMEs in the National Industrial Estate and (5) develop a strategy for developing and expanding the partnership of MSMEs in the automotive industry in Indonesia. The methodology used is descriptive exploratory and SWOT analysis. The results of the study: (1) inductive statistics give the results that there are 1,474 Number of 2-wheel and 4-wheeled 2-wheeled automotive MSMEs with 2 wheels as many as 659 and 815 4 wheels in Indonesia, West Java by 66%, Banten by 14%, East Java 9%, DKI Jakarta 5%, Central Java 4%, and Riau Islands 1% and other provinces below 1%; (2) partnership patterns and principles in the form of agreements/contracts/supply chains of automotive partnership cooperation between MSMEs and large automotive companies; (3) government support regulations to form a special village center for MSMEs, Link & Match partnerships, People's Business Credit Programs, provide direct cash funds to MSMEs during the COVID-19 epidemic; (4) MSMEs have not yet been placed in Industrial Areas mandated by Law Number 40 of 2007 and Government Regulation Number 142 of 2015 and (5) the position and strategy of MSMEs is an aggressive maintenance strategy and a selective maintenance strategy.

**Keywords:** Automotive Industry, Cooperation, MSMEs Partnership, Partnership, SWOT analysis, Economy.

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## 1. INTRODUCTION

Partnership is cooperation in business linkages, either directly or indirectly, based on the principle of mutual need, trust, strengthening, and benefit involving Micro, Small and Medium Enterprises with Large Enterprises. Manufacturers of the two-wheeled and four-wheeled automotive industry need spare parts in varying quantities, these needs cannot be met alone but are met from the supply chain of automotive component parts. Government Regulation Number 29 of 2018 concerning Industrial Empowerment, which gives mandate to the central government and local governments to develop and empower small and medium-sized industries to create competitive entities, play a significant role in strengthening the national industrial structure, improve

the quality and quantity of competitive products in reducing imported components.

The distribution and agency partnership pattern are a form of partnership consisting of partner companies and partner groups or small partner entrepreneurs. The partner companies of large companies give special rights to partner groups to market the company's goods and services supplied by large partner entrepreneurs. A large or medium-sized company is responsible for the quality and volume of the product, while its partner small company is obliged to market the product or service between the partnering parties, there is an agreement between the targets to be achieved and the amount of the fee or commission received by the party who markets the product.

A good partnership performance relationship between suppliers and producers will determine the smoothness of the production process. Especially for producers who apply the just in time (JIT) production method where delivery time and inventory are very critical. The government continues to increase the use of domestic components in the automotive sector to reduce imports of motor vehicle spare parts. To reduce the number of imports, the government seeks to maximize the potential of the small and medium industry of automotive components. One of them is by facilitating the establishment of partnerships between MSMEs and the large automotive industry as well as the Brand Holder Agent (APM) tier.

The strategy for developing MSMEs in the automotive industry sector really needs to be well planned in the stages that must be passed towards the desired target. A good strategy will provide an overview of the main actions, the pattern of decisions that will be chosen to realize the goal of growing the national economy. Strategy is very important and is a tool to decide whether the business should exist or not to create a competitive advantage.

The development and expansion of MSME partnerships in the automotive industry needs attention by the government in obtaining quality raw materials from within the country and increasing the capabilities of manufacturers/revitalization accompanying manufacturer mastery of technology in order to be able to produce components in quantities that meet the economies of scale of production while still paying attention to the quality of the products produced, this is related to the domestic automotive industry being unable to stop imports of automotive supply chain components from abroad.

## 2. LITERATURE REVIEW

A business partnership is a partnership between two or more people who jointly own a business with the aim of making a profit. In a business partnership, the owner partners share assets, liabilities, and profits, in accordance with a previously determined partnership agreement. Thus, to build a partnership fulfill several requirements, namely; equality of attention, mutual trust, and mutual respect, mutual awareness of the importance of partnership, agreement on the mission, vision, goals, and values and are based on the same foundation (Zimmerer & Scarborough, 2008).

In general, the partnership pattern can be interpreted as a form of mutually beneficial cooperation between two or more parties to achieve common goals. Partnership is a business strategy carried out by two or more parties within a certain period of time to achieve mutual benefits and mutual benefits according to the principle of mutual need and complementarity

according to the agreement that appears. The desire of two parties to establish a cooperation is in principle based on the desire of each party to be able to meet each other's business needs (Mutis *et al.*, 2011).

A partnership agreement is written evidence that shows the willingness of both parties to collaborate/cooperate with each other and to ensure that all partners have clear communication and understanding. This agreement states the terms and conditions and must be in writing. The partners involved are not permitted to modify the agreement unless mutually agreed on the desired changes.

Resources are components of an ecosystem that provide goods and services that are beneficial to human needs, which are seen as having economic value. Resource-Based View (RBV) Theory internal resources are more important for a company than external factors in achieving and maintaining competitive advantage (David & David, 2017). Internal resources are: (1) Physical resources, which include all plant and equipment, location, technology, raw materials, and machinery; (2) Human resources, which includes all training, experience, intelligence, knowledge, skills, and capabilities of human resources; (3) Organizational resources, which include company structure, planning processes, information systems, patents, trademarks, copyrights, databases, and so on and (4) Company resources: labor, capital, land, plant, and equipment, or resources intangibles, such as culture, knowledge, brand equity, reputation, and intellectual property.

Productivity is the ratio between the volume of output to the amount of input used through a process, which is stated in the standard operating procedure (Standard Operating Procedure). A series of methods and methods that are taken effectively and efficiently that involve all parties in the organization to produce something that has added value, or benefits and advantages that are felt and used by consumers after producers process raw materials. In reality, not all processed inputs turn into outputs, and these unprocessed ones seem to be "wasted". This wasted and unused resource is called waste (Martono, 2019).

Government Regulation concerning Industrial Empowerment, which gives mandate to the central government and local governments to develop and empower small and medium-sized industries (IKM) to realize competitive MSMEs, play a significant role in strengthening the national industrial structure, play a role in poverty alleviation through the expansion of job opportunities; and produce industrial products for export. Public policy is whatever governments choose to do or not do. Public policy is what government do, why they do it, and what difference it makes) (Dye,

1981). Public policy is a decision made by the State, as a strategy to realize the goals of the State.

Small and medium industries (IKM) are part of micro, small and medium enterprises (MSMEs) which are engaged in manufacturing business activities or processing raw materials into products. In Law no. 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs) it is explained that, "A company classified as an MSMEs is a small company owned and managed by a person or owned by a small group of people with a certain amount of wealth and income".

The need for partnerships between MSMEs and big businesses in driving the wheels of the economy is very much needed by the government. Basically, partnership is cooperation in business linkages, either directly or indirectly, on the basis of the principle of mutual need, trust, strengthening, and benefit involving MSME actors with large businesses. The business partnership aims to: (1) encourage mutually beneficial relationships in the implementation of business transactions, both between MSMEs, as well as between MSMEs and UB; (2) Develop cooperation to improve the bargaining position of MSMEs; (3) Encouraging the formation of a market structure that guarantees the growth of healthy business competition and protects consumers and (4) Prevents the occurrence of market domination and concentration of business by individuals or certain groups that are detrimental to MSMEs.

Strategy is the overall conditional satisfaction of actions to be taken to achieve goals. A good strategy will provide an overview of the main actions, the pattern of decisions that will be chosen to achieve organizational goals. Strategy is also the formulation of the vision and mission of an organization or company (Arifin, 1984). Development According to, development is every effort to improve the implementation of current or future work by providing information, influencing attitudes or increasing skills (Sudarmayanti, 2007). Development is any activity to change behavior consisting of knowledge, skills and attitudes in the process of change for the better, advanced or more mature physically and aged (Sochimim, 2016).

SWOT analysis is based on the assumption that an effective strategy is derived from the internal situation (strengths and weaknesses) with the external situation (opportunities and threats) (Rangkuti, 2015). Describe the SWOT matrix into four types of strategies: (1) SO (strength-opportunities) quadrant: A strategy that uses all the strengths we have to seize opportunities; (2) Quadrant WO (weakness-opportunities): Strategies that minimize weaknesses to seize opportunities. This means that there are many opportunities that can be achieved, but are not

supported by adequate strength, so that these weaknesses need to be minimized first; (3) The ST (strength-threats) quadrant is a strategy that is prepared by using all the strengths it has to overcome the threats that will occur and (4) the WT (weakness-threats) quadrant is a strategy that is prepared by minimizing weaknesses to avoid existing threats.

The automotive industry partnership research that has been carried out the title: Partnership Planning, implementation and evaluation of the automotive industry competency partnership at the Toyota and Astra (Susila, 2019). The development of the automotive industry in Indonesia after the realization of Japanese investment in the IJEPA framework (Septiani, 2017). The effects of firm capabilities on external collaboration and performance: the moderating role of market turbulence (Wang *et al.*, 2015). Small business and networked innovation organizational and managerial challenges (Colombo *et al.*, 2012).

### 3. METHODOLOGY

#### 3.1. Research Approach

The approach that will be used in this research is a qualitative approach and a quantitative approach. The qualitative approach is a descriptive and analytical research approach that emphasizes the process and meaning to gain a deep understanding of the object of research. Quantitative approach is used to examine the population or sample, data is collected using instruments or measuring instruments, then analyzed statistically or quantitatively (Sugiyono, 2012).

#### 3.2. Types of Research

This type of research is descriptive and exploratory research. The use of the descriptive method is intended to provide an overview of the partnership process of MSMEs with large businesses in the automotive industry, partnership management and the regulations that govern it, as well as the relationship between partnership patterns and practices that occur in the field in the automotive industry. Meanwhile, the use of the exploratory method is intended to be able to formulate strategies in the development and expansion of the automotive industry MSMEs partnership (Moleong, 2014).

#### 3.3. Data Collection Technique

The method of data collection in the study used semi-structured interviews, which is where the implementation is freer when compared to structured interviews (Bungin, 2001a). The purpose of this type of interview is to find problems more openly, where the parties invited to the interview are asked for their ideas and opinions. To obtain more complete and accurate information, in-depth interviews were conducted with key informants. The in-depth interview aims to check the truth of the information that has been obtained from other sources (triangulation). In conducting interviews,

the researcher listened carefully and took notes from what was stated by the informant (Sugiyono, 2010). Selection of Informants. The resource selection technique is done by purposive sampling. So that the determination of informants has been aimed at certain people who do have accurate information (Moleong, 2014).

### 3.4. Data Validity Test

To test the validity of the data, the researchers used the triangulation technique. Research data was recorded and recorded through direct observation techniques and structured in-depth interviews. Documentation is also used as a supporting data collection technique (Bungin, 2001b). In qualitative research to ensure that the research is truly natural, efforts need to be made to increase the degree of data confidence or data validity, objects as they are, not manipulated by researchers and the presence of researchers does not affect the dynamics of the respondents (Sugiyono, 2010).

### 3.5. Data Analysis Technique

Techniques data analysis is carried out by: (1) Examining all data from various sources All data obtained from filling out questionnaires and interviews, observations and recordings in the field, as well as documents or company data are read, studied and analyzed for their relationship to one another; (2) Conduct an assessment for each external and internal factor with a Linkert scale; (3) Then it is analyzed with qualitative research standards that refer to the regulations and theoretical basis used in this research and (4) Develop a strategy for developing and expanding partnerships for SMEs in the automotive sector (Moleong, 2014). Meanwhile, quantitative data is processed by using Swot Analysis data processing techniques by showing empirical evidence in order to know the position and strategy of MSMEs partnerships in the automotive industry.

### 3.6. Data Analysis

- Descriptive analysis. Secondary data were analyzed descriptively using a bottom-up approach, namely the researcher had insight and an open mind, was objective and did not have any existing idealistic ideas (Glaser & Strauss, 2006). The thought process begins by describing from something specific to general and when deciding the conclusion uses logic with the aim of finding the right answer to the research problem that is being worked on.
- SWOT analysis. Primary data were analyzed using SWOT Analysis: Space SWOT Matrix; Analysis of the partnership position of the National Automotive Industry MSMEs and the SWOT Matrix; Analysis of the expansion and development strategy formulation National Automotive Industry MSMEs partnership

## 4. FINDING AND DISCUSSION

### 4.1. National Automotive Industry Development

The automotive industry is one of the mainstay sectors of the economy and has a major contribution to the Indonesian economy (Anonymous, 2021). This sector has contributed an investment value of Rp 99.16 trillion with a total production capacity of 2.35 million units per year and absorbs 38.39 thousand direct workers. In fact, this automotive sector has a broad impact on more than 1.5 million people who work along the industry value chain. The automotive industry is considered to have an important and strategic role so that development priorities in the implementation of the industry are included in the Making Indonesia 4.0 roadmap. From BPS data for 2020, the automotive industry contributed significantly to GDP of around Rp. 1,996 trillion or 12.9% of National GDP.

MSMEs Development two-wheeled and four-wheeled or more automotive in Indonesia, where there are 659 two-wheeled automotive MSMEs and there are 815 four-wheeled or more MSMEs with a total of 1,474 MSMEs, details for each province are as shown in the table below.

**Table 1: Progress 2-wheel and 4-wheel or more automotive MSMEs in Indonesia**

| Province     | 2 Wheel | 4 Wheel | Total | Province         | 2 Wheel | 4 Wheel | Total |
|--------------|---------|---------|-------|------------------|---------|---------|-------|
| DKI Jakarta  | 36      | 58      | 94    | South Kalimantan | 0       | 2       | 2     |
| West Java    | 423     | 505     | 928   | North Sumatra    | 2       | 4       | 6     |
| Central Java | 33      | 62      | 95    | South Sumatra    | 1       | 0       | 1     |
| East Java    | 68      | 92      | 160   | Lampung          | 1       | 1       | 2     |
| Banten       | 84      | 82      | 166   | Riau Islands     | 8       | 4       | 12    |
| DIY          | 3       | 5       | 8     | —                | —       | —       | —     |

The percentage of the presence of two-wheeled and four-wheeled or more automotive MSMEs, the majority are in the West Java Province area of 64%, followed by Banten Province 13%, East Java 10%, DKI Jakarta 6%, and Central Java 5%, as well as Yogyakarta and Riau Islands 1%, and other

provinces below 0% such as Lampung, North Sumatra, South Sumatra and South Kalimantan. West Java Province is the area with the largest population of automotive companies, both two-wheeled and four-wheeled automotive industries, so that West Java is an

area that is the foundation of the National automotive industry, in the image below.

#### 4.2. Patterns and Principles Automotive Industry MSMEs Partnership

Partnerships of four-wheeled or more automotive MSMEs with large automotive industry companies in Indonesia, where there are 68.7% of medium-sized companies that partner and 31.3% do not partner, while small companies that partner 75% and 25% do not partner, and only 33.3% of micro-enterprises are partnered and 66.7 of them are not partnered with large companies in the automotive industry. For the partnership of 2-wheeled automotive MSMEs with large automotive industry companies in Indonesia, where there are 50% of medium-sized companies that partner and 50% do not partner, while only 25% of small companies partner and 75% do not partner, while there are 20% of micro companies partnered and 80% of them are not partnered.

Combined, the total partnership of two-wheeled and four-wheeled automotive MSMEs with large companies in the automotive sector with partners is 58.3% and those who are not partnered are 41.7%. Meanwhile, for medium-sized companies that partnered with 64.4% and 33.3% did not partner and 50% of small companies that partnered and who did not partner 50%, as well as micro-enterprises that partnered with 28.6% and did not partner 71, its 4%.

Pattern partnership of micro, small and medium enterprises (MSMEs) with large automotive industry companies, with a sub-contract partnership pattern as outlined in a written agreement. This sub-contract partnership is a partnership pattern for MSMEs cooperation in producing automotive components as part of the production needed by large automotive industry companies, in this partnership MSMEs business actors can determine their own company, own their own business, there are times when large companies provide business capital to MSMEs and large companies do not place their employees in MSMEs businesses, do not establish MSMEs partnership businesses that become their subsidiaries, and large companies do not transfer and control MSMEs assets.

The principle of the automotive partnership agreement between MSMEs and large automotive industry companies based on Principle mutual need, mutual trust, mutually reinforcing, mutually beneficial, equality and balance in law, independence between parties, and interdependence, these things in accordance with Article 104 of PP No. 7 Year 2021.

#### 4.3. Central and Regional Government Support for MSMEs

*First*, The Central Government cooperates with the Provincial Government to make policies by

carrying out central development specifically for MSMEs in order to improve production performance on time, quality and quantity can be achieved optimally. Special centers for MSMEs, such as: the center for special MSMEs villages and small industrial villages (PIK).

*Second*, the government makes a Link & Match policy between large companies and MSMEs. This policy is profitable, strengthens the competitiveness of the parties and captures market opportunities easily.

*Third*, The People's Business Credit Program (KUR) is one of the government's programs in increasing access to financing for MSMEs. This KUR is channeled through financial institutions with a low interest guarantee pattern. Besides KUR, the Government has also provided a working capital credit guarantee (PKMK). The PKMK program is an additional working capital loan during the pandemic with the aim that MSMEs can return to their maximum activities.

*Fourth*, The Time of the COVID-19 Pandemic. The government provides a number of stimuluses through loan restructuring policies, additional capital assistance, relief from electricity bill payments, and other financing support.

#### 4.4. The Presence of MSMEs in Industrial Estates

Until 2020, Indonesia has 122 industrial areas with a distribution of 71 industrial areas on Java Island (total area of 36,802.50 hectares), 39 industrial areas on Sumatra Island (11,905.53 hectares), 5 industrial areas on Kalimantan Island (1,048 hectares), and 7 industrial estates on Sulawesi Island (6,081.97 hectares). Of the 71 industrial areas on the island of Java, where Banten Province 15 industrial areas (8,571.72 hectares, DKI 2 industrial areas (1,094.7 hectares), West Java 35 industrial areas (20,545.87 hectares, Central Java there are 8 industrial areas (2,187 hectares), DIY has 1 industrial area (335 hectares) and East Java has 10 industrial areas (6,255.25 hectares).

The mandate of Law Number 40 of 2007 concerning Limited Liability Companies (PT), as regulated in Article 34 of Government Regulation Number 142 of 2015 concerning Industrial Estates and Regulation of the Minister of Industry Number 40/M-IND/PER/6/2016, chapter III, where industrial estates are required to enter into partnerships with MSMEs and are required to provide land for small and medium-sized industrial activities as well as regulate the allocation of land area for MSME Industrial Estates. Provisions for the allotment of the area of the area for MSMEs are as shown in Table 2. Below:

**Table 2: Designation of Industrial Estate Areas for MSMEs**

| No | Area Area | IKM Plot Area | Percentage |
|----|-----------|---------------|------------|
| 1  | 50-250    | 1-3           | 6.00 %     |
| 2  | 251-500   | 3-5           | 19.9%      |
| 3  | 501-1,000 | 5-7           | 13.97%     |
| 4  | >1,000    | 7-10          | 10.00%     |

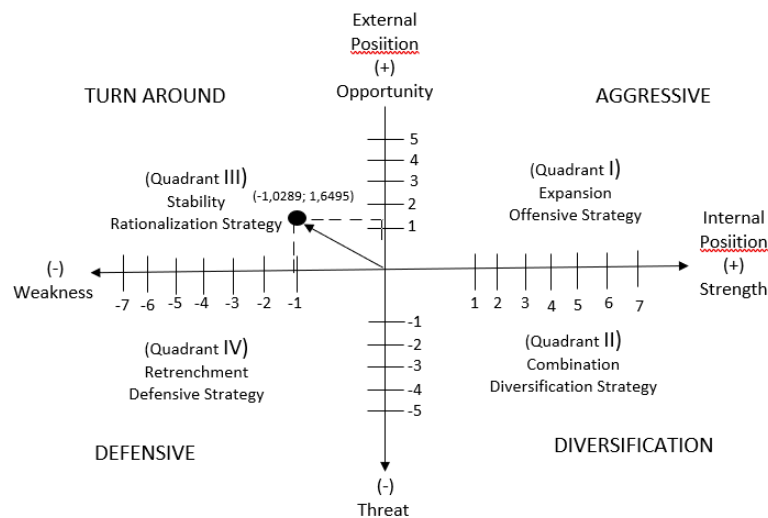
Based on the Law, Government Regulation and Regulation of the Minister of Industry, then on the island of Java will get an allocation of 3,680.25 hectares for MSMEs in the industrial area and outside Java; The islands of Sumatra, Kalimantan and Sulawesi are 1,907.5 hectares. Furthermore, from the 15 industrial estates in Banten Province with an area of 8,571.72 hectares will be able to provide 85.71 hectares for their MSMEs or equal to 0.85 percent of the total industrial area in Banten Province.

Government Regulation PP No. 142 of 2015 mandates the need to establish an Industrial Estate Committee (KKI) in order to support the achievement of industrial estate development. KKI membership consists of elements of the Government, Regional Government, Indonesian Industrial Estate Association, chambers of commerce and industry in charge of industrial estates appointed and determined by the

Minister of Industry. With the formation of KKI in industrial estates, it will provide convenience, assistance, and facilities provided by the government for the implementation of integrated management as well as incentives and facilities for partnerships between medium and large businesses with micro and small businesses in industrial estates that are in business in industrial areas.

#### 4.5. National Automotive MSMEs Partnership Development Strategy

SWOT analysis, IFAS and EFAS Matrix, National Automotive MSME Partnership in figure 1, shows that the National automotive MSME partnership is in a survival situation. is to improve the factors of weakness to maximize opportunities and internal consolidation by making improvements to something that is a weakness.


**Figure 1: Quadrant of the National Automotive Industry MSMEs Partnership Position**

The results of the formulation of the SWOT strategy matrix in Table 3, with the main strategy W-O (Turn-Around). A turn-around strategy means stepping back from previous wrong decisions, changing

positions from losses to profitability by doing strategic things, especially management improvements and technology changes.

**Table 3: Formulation of the National Automotive MSMEs Partnership Development Strategy**

| IFE \ EFE        | Strength(S)   | Weakness(W)   |
|------------------|---|---|
| Opportunities(O) | I) S+O (Aggressive) Strategy<br>$1.9944 + 4.3476 = 6.342$       | III) W+O (Turn-Around) Strategy<br>$3.0233 + 3.3476 = 6.3709$ |
| Threat(T)        | II) ST Strategy (Diversification)<br>$1.9944 + 2.6981 = 4.6925$ | IV) WT (Defensive) Strategy<br>$3.0233 + 2.6981 = 5.7214$     |

## 5. CONCLUSION

The results of this study can be concluded as follows:

- a. Two-wheeled and four-wheeled or more automotive MSMEs, the majority are in West Java Province at 64%, followed by Banten Province 13% and East Java 10%, DKI Jakarta 6%, and Central Java 5%, as well as Yogyakarta and Riau Islands 1%, and other provinces below 0% such as Lampung, North Sumatra, South Sumatra and South Kalimantan.
- b. The partnership of MSMEs for 2-wheeled and four-wheeled or more automotive, partnered by 58.3% and 41.7% did not partner. For medium-sized businesses, 64.4% partnered and 33.3% did not partner and 50% partnered and 50% did not partner, and micro-enterprises 28.6% partnered and 71.4% did not partner. The sub-contract partnership pattern with the principle of embracing each other, trusting each other, strengthening each other, mutual benefit, equality and balance in law, independence between parties, and interdependence.
- c. Central and local government support for partnership MSMEs, namely: Central MSMEs Special Locations, Link & Match Policy, People's Business Credit Policy (KUR) and loan restructuring policy stimulus, cash assistance, capital assistance, electricity bill payment relief during the Covid-19 pandemic.
- d. Indonesia has 122 industrial estates, 71 industrial areas are located on the island of Java (36,802.50 ha), 39 are on the island of Sumatra (11,905.53 ha), 5 are on the island of Kalimantan (1,048 ha), and 7 are on the island of Sulawesi (6,081 ha). The allotment of MSMEs in the Industrial Estate on the island of Java of 3,680.25 hectares and outside Java; Sumatra, Kalimantan and Sulawesi islands of 1,907.5 hectares.
- e. Strategy for developing and expanding partnerships for MSMEs in the automotive industry in Indonesia. With the main strategy WO (Turn-Around). This means stepping back from previous wrong decisions, changing the position of the business from loss to profitability, doing strategic things, especially management improvements and technological changes.

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