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HOW THE IMPLEMENTATION OF SCIENCE AND TECHNOLOGY TRANSFORMATION IN DEVELOPING POTENTIAL OF HIJAB SMEs IN GRESIK

Abstract: *Hijab SMEs is one of the small enterprises driving the economy of Gresik. However, in its growth, they have not yet reached a significant target. This condition is due to lack awareness of SMEs actors in implementing science and technology transformation to manage and develop their businesses as causing less optimal of the business potentials. This study aims to discover how science and technology transformation is implemented by Hijab SMEs in Gresik. This study applied explanatory qualitative approach and employed 7 hijab craftsmen as respondents. Data were collected through questionnaires and observations. The data were analyzed using Miles and Huberman techniques. The study found that only one of seven respondents well implemented science and technology transformation proved by marked as good in all aspects assessed (production, marketing, productivity, and networking). Further research is needed especially in employing appropriate methods to introduce science and technology transformation to Hijab SMEs actors.*

Keywords: *Hijab SMEs, business potential, science and technology transformation.*

1. Introduction

According to Oort & Stam (2006), economic growth affected more to the emergence of new business than to the development of existing businesses. This is due to challenges that attached more to the new business actors who eagerly faced and challenged the opportunities offered by the economic growth. To develop business, many considerations should be put on, such as the nature of business, the resources (material and human), and future prospects. Considering nature of business, local wisdom-based SMEs is one of SMEs that attact more important on the community, culture, and business scales.

In grobal era, Small and Medium Enterprises (SMEs) in creative industry is expected to be able to compete with big enterprises especially in fulfilling low- and middle-class people demands. However, it is hardly achieved due to many weaknesses of economic factors. According to Sholahuddin & Wahyuddin (2015), SMEs in creative industry faced fierce competitions in order to be able to survive and develop their business. He mentioned that most problems related to financial problems, authorities' assistances, as well as business plans and management. SMEs development signifies the goal of every modern economy. It has multifarious challenges including a number of related parties almost in every economic

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sector. SMEs excite many people to enter entrepreneurship, due to their flexibility and easy alteration to change in order to supply market demands. At the same time, SMEs offer opportunities to increase employment, promote economy diversification, support sustainable growth, and increase competitiveness of business world (Slobodan & Popovic, 2009). SMEs consider as business organization. Similar to public organization (government), SMEs face many complexities as well. Carmeli & Tishler (2004) in Muafi (2010) defined a public organization as a system with all elements (such as resources, activity, and policy) integrated one to another in order to contribute in increasing and generating competitive challenges. Thus, in SMEs, not only resources (human and natural) but also business strategy and organizational management become equally important elements to improve their performances.

Hijab SMEs in Gresik have formed cooperation synergy both internally and externally, peculiarly in developing local wisdom potential. Despite having great potential, efforts to develop the hijab SMEs were not optimal because of organizational weaknesses in business resources ownership. Business resources generally include tangible resources and intangible resources (Ismail, et al, 2012). These weaknesses were from product quality, such as the stitching quality and the market decline which was due to high competition and no fashionable hijab design.

Besides those two, hijab SMEs also had human resource problems due to the existing work specialization. The current work specialization system focuses on quantity and ignores quality resulting in which many products were not sold as those did not meet consumer standards as well as were unable to compete with other competitiors. This fact was opposite to the Rusu's study. He argued that specialization should be a business strategy that possibly overcame productivity and product competitiveness problems

(Rusu, 2013).

Overcoming the hijab SME problems in Gresik was needed to increase the productivity and competitiveness of national fashion-based SMEs. Although National SMEs are still experiencing problems in the production, human resources, and marketing aspects, the free trade of the Asian Economic Community (AEC) and the target of the Indonesian Muslim fashion industry cannot be avoided, so those problems should become booster to face competition at the world's Muslim fashion in 2020.

Hijab SMEs Gresik has potential in work specialization and strong collaboration of its local wisdom. However, this potential has not been optimally employed so efforts are needed in order to transform science and technology into business application. These actions have been similarly carried out by China as regional policy on trends in evolution and work perspectives (Minar, 2016). Silimarly, Sibirskaya, Stroeva, & Simonova (2015) conducted study on the characteristics of organization and small-large innovative cooperative organization environment was in the form of reciprocal negotiation or cooperation.

Objectively, this study was to determine the hijab SMEs potential (production, marketing, productivity and networking) in Gresik which were used as a basis for the science and technology transformation development to strengthen SMEs potential. In addition, the efficiency and effectiveness of work specialization and collaboration leading to business success were seen through the increasing income and community welfare in Gresik. Significantly, this study is to give an overview for the policy makers and government to design proper regulation and policy as well as to provide the other researchers an object of the study especially in the role of work specialization and cooperation.

2. Literature Review

2.1 Prior Studies

This study was based on empirical evidences of work specialization strategies and collaboration. One of them was a study on collaborative transformation conducted by Nishino, Okazaki, & Akai (2017) who found that collaboration was built with cooperative relationships in a healthy ecosystem. Other findings mentioned that collaboration positively influence the new businesses formation to the highest extent (Pylak & Majerek, 2017) and also positively influence on company's performance and innovation level (Raposo, Ferreira, & Fernandes, 2014). The prior study conducted by Surjanti et al. also assisted in strengthening the research proposal basis of the study on hijab SMEs in Gresik.

2.2 Potential of Hijab SMEs

To develop the SMEs potential, local wisdom is one of element that cannot be easily separated as it is a part of local potentials including natural, human, technological and cultural resources of a region (Hariyadi, 2010; Vanclay, 2011; Aditiawati et al, 2016). Moreover, local wisdom is also defined as knowledge gained from experience and passed down through generations as view of life, knowledge and life strategy (Alfian, 2013: Akhmar & Syarifudin, 2007: Phongphit & Nantasuwan, 2002: and Kongprasetamon, 2007).

Gresik as one of popular Islamic City in Indonesia has hijab industry as one of small industry assisting local economy (Rosidin, 2015). This is inherited by the locals from generations above, starting from hijab tailoring (sewing skills) to developing market. Although, seemingly hijab SMEs are a single business entity, it is in fact devided and depended on craftsmen who are not a part of main SMEs. The relationship between main SMEs and craftsmen has existed and become unbreakable tradition for decades. These conditions showed that main SMEs had a major role in managing hijab business in Gresik and significantly affected surrounding population.

2.3 Science and Technology Transformation

Science and technology transformation originated from research organisations that transform into viable technologies, products or services. Habraken (1976) described the transformation as: 1) a slowly or step by step process, 2) unexpected especially on its start or end because it depended on the factors influence; 3) comprehensive and sustainable, and 4) related to the emotional value system in community (Pakilaran, 2006). While self-employment specialization transformation was defined as dividing or separating important businesses or organizational works into individual tasks (Adeyoyin, 2015)

Science and technology transformation in work specialization means the changing process in knowledge and techniques of work specialization carried out by Hijab SMEs in Gresik. Developing work specialization was possibly to preserve competitiveness and effectivity of the industry (Rusu, 2013). According to Kamrowska-zaluska & Soltys (2016), the specialization process was possibly carried out through: 1) presenting methods and process results, (2) analyzing the evolution of specialization field; and (3) identifying problems and challenges that occur during the process.

Furthermore, science and technology transformation in industrial cooperation means the changing process of the knowledge and techniques on running and establishing cooperation at Hijab SMEs in Gresik. The collaboration existence possibly increased productivity as found at study conducted by Garcia, López-lópez, & Acevedo-triana (2016). They found that the collaboration between researchers in Latin

America increased the productivity in journal publications and the level of researchers' knowledge. By that reason, the science and technology transformation of cooperation strategy at Hijab SMEs in Gresik was possibly to increase the productivity of hijab products both in quantity and quality.

3. Method

This research was explanatory qualitative study using Mile & Huberman technique with reduction process, presentation, and conclusion. Locations selected for this study were several districts in Gresik, namely: Banyuwangi, Manyar Sido Rukun, and Manyar Rejo. The population were 30 hijab craftsmen who related with seven hijab SMEs. Objects were the science and technology implementation on production, marketing, productivity, and networking. Data were collected through questionnaires

and observation. Furthermore, data collected were mapped using four standards M&H, as P (Poor), A (Adequate), G (Good), and VG (Very Good).

4. Result and Discussion

4.1 Respondents Characteristics

From the data recorded in the Department of SMEs and Cooperation Gresik, there were 7 hijab SMSs who absorb adequate labors as well as implemented science and technology transformation in carrying out their business activities (see Table 1).

Each SMEs was represented by a respondent in giving the information required for the study. Aside from implementing science and technology as well as absorbing numbers of labors, those seven were selected because of the location of raw material supplier originated.

Table 1 Hijab SMEs in Gresik

No.	Name	Sex	Address	Labors		
				F	M	Total
1	Alifatul Hidayah	F	Banyuwangi	±20	0	20
2	Anis Muafiah (Annisa Collection)	F	Jl. Margojoyo RT/RW: 11/04 Banyuwangi	±20	0	20
3	Maryati	F	Kampung Rambi RT/RW: 13/05 Gumeno, Manyar	5	0	5
4	Sri Restuni (Fahmi Collection)	F	Lebaksari, Bungah Gresik	25	0	25
5	Hj. Roichan	F	Sungonlegowo RT/RW: 002/001, Bungah Gresik	±20	0	20
6	Khamimah	F	Jl. Wahidin Sudiro Husodo XIII RT/RW: 04/05 Singorejo, Kebomas Gresik	7	0	7
7	Izzah	F	Banyuwangi	±30	0	30

Source: Data analysis

4.2 Results

Data were analyzed, especially relating to four variables in science and technology implementation to determine the potential and weekness of each variable questioned. Those variables were then grouped into four criteria (P, A, G, and VG) (see Table 2).

From the analysis, it can be drawn the map of the potential on Hijab SMEs in Gresik (see Table 3). Data illustrated that R1 had adequate potential in all veriables; R2 had very good marketing potential, yet it was only adequate on its productivity; R3 was potentially good in production, but only adequate in both productivity and networking; R4 was very good in marketing

and good in production, yet it was only adequate in both productivity and networking; R5 was very good in marketing and good both in production and networking, yet adequate in productivity; R6 had very good marketing potential and good on both production and productivity, yet adequate on networking; and R7 had very good potential on both marketing and productivity and good potential on both production and networking. Of those seven, only R7 showed the best potential among all respondents in production, marketing, productivity and networking.

Table 2. Evaluation on Potential and Weakness of Variable

Variable	EVALUATION								NOTE
	R1	R2	R3	R4	R5	R6	R7	Total	
Production (21 indicators)	10	16	12	14	13	13	17	16 – 21 = VG 11 - 15 = G 6 - 10 = A 1 - 5 = P	The best performances were R7 and R2
	A	VG	G	G	G	G	G		
Marketing (4 indicators)	2	4	2	4	4	4	4	4 = VG 3 = G 2 = A 1 = P	Mostly, marketing aspects were very good, only R1 and R3 were Adequate
	A	A	A	VG	VG	VG	VG		
Productivity (17 indicators)	6	6	5	7	6	9	14	13 - 17 = VG 9 - 12 = G 5 - 8 = A ... - 4 = P	R7 showed the best performance (VG)
	A	A	A	A	A	G	VG		
Networking (9 indicators)	4	4	3	3	5	4	5	7 - 9 = VG 5 - 6 = G 3 – 4 = A ... - 2 = P	In networking, most respondents were at Good criteria, only R5 and R7 were Adequate. They argued that networking was insignificant compared to results obtained
	A	A	A	A	G	A	G		

Table 3 Potential of Hijab SMEs in Gresik

Potential Criteria / Aspect	Very Good (VG)	Good (G)	Adequate (A)	Poor (P)
Production	-	R3, R4, R5, R6, R7	-	-
Marketing	R2, R4, R5, R6, R7	-	-	-
Productivity	R7	R6	R1, R2, R3, R4, R5	-
Networking	-	R5, R7	R1, R2, R3, R4, R6	-

4.3 Discussion

Production

In analyzing production, indicators were divided into three: pre, whilts, and post production. In pre-production, indicators were business location, product design, and material management; in production process, indicators were production supervision and quality control; in post-production, indicators were quality supervision, maintenance, and production output (earning).

In pre-production, first indicator is business location. According to all respondents (R1-R7), there are certain condition to select business location and to layout it. Second is product design; all R plan their products and supervise its design before producing it. However, three of seven (R1, R3, & R5) did

not plan before production process. Next is in material management; some respondents control their raw material to ensure the product quality by obtaining raw material from same suppliers. Unfortunately, only two of seven (R4 & R7) did this action occordingly, while the others did not perform it.

In production process, first indicator examined is production supervision. In this aspect, all respondents already utilize machine in the production. So supervision is needed to ensure the quality produced are met the required standards. Here, supervision is performed to see whether the machine is checked and manintained regularly. However, in this aspect, three of seven (R1, R3, & R5) did not follow the stage accordingly. While in quality control, all respondents performed this action from start to end (product finished).

The last is post-production. First indicator is quality supervision. Among seven respondents, only R7 and R6 did thourough inspections for the finished product, while the other five only did it superficially. Next is maintenance; in this stage, most of respondents (R1-R6) did not perform it accordingly, they maintain the machine and other equipments when problem occurs. Yet, only R7 performs the maintanance for all related production equipments (machine, camera surveilance, and others) regulary. Last is production output (income). Of the seven, R7 has the highest income (392 million IDR/month), while the lowest is R5 and R6 (less than 120 million IDR/month). The other four (R1, R2, R3, and R4) earn more than 300 million IDR/month although they were still relatively lower than R7.

Marketing

In marketing, the study analyzed how respondents responded to the market. In this variable, indicators were order given, pricing, advertisements, and after-sale service.

Six of seven respondents directly accepts the order from customer without analyzing the market trend. Only R7 did not do it as it perform market analysis to meet the market trend and demands. However, aside from accepting direct order, R3 and R5 did somewhat market analysis before producing. For pricing, among seven, only R4 considers not only production cost but also marketing cost before decide the price for its product.

In term of advertisement, most respondents use conventional advertisement methods to advertise their products (by printing into labels, pamphlet, business card, brochures, etc. Aside of them, joining exhibition also becomes a way to advertise their products, however only R7 did it regularly. To advertise their product, most of respondents, except R1 and R3 made marketing bugdet.

Relating to product service, after-sale also needs to be considered as well. Most of respondents, they did not have any plan or design for after-sale service. Most of them only provide product returns when they remaind unsold. This brings out an important issue as it will become a threat of loss.

Productivity

In productivity, respondents had potential synergy with hijab craftsmen in Gresik. These were reflected in the efforts to optimize labor utilization for its productivity. All respondents synergized with craftsmen by providing training and other support to improve the craftmenship skill in production process. Whereas the labors did not employ responding to fluctuations in demand.

Networking

Networking is not only between SMEs and government institutions but also between SMEs and other related parties, such as material, equipment, and human resources suppliers, companies, banks, and so forth. In this study, the networking conducted by the respondents were between SMEs and suppliers, SMEs and government, and SMEs with other companies. The networking

between SMEs and government were carried out by most of respondents (R1-R7), however in this networking government through the Department of SMEs and Cooperation design policies to support and provide information as well as training required to improve the business. Among seven, only three respondents (R5, R6, and R7) consolidated the networking with the government.

The networking between SMEs and suppliers are mostly related to raw material and human resources used in production; for examples the fabrics and the craftsmen. From the data obtained, it is found that all respondents established solid network with certain suppliers, however R3 did not establish it, as it obtains its raw material randomly (from different supliers).

For human resource suppliers, respondents mostly built networks by recruiting labors from neigbouring environment or through personal relationship. In addition, for the equipment suppliers as well as maintainance, the SMEs had networking with some supplier or companies who provide maintainance for equipments in their production. However, only R7 did it throughly, while other respondents almost did not carry it out. They prefer to do it independently.

Meanwhile, the networking between SMEs and other parties (companies) were conducted by most respondent except R1. Hovewer, they did it superficially but only R7 did it accordingly by establishing networking with one of biggest company in Gresik (PT. Semen Gresik). Reasons why most respondents did not eager to establish relationship with other companies or SMEs are due to their lack of trust to the big companies and assumption that other SMEs are competitors who will hinder their development.

Furthermore, from activity orientation, consisting of development (building

contact), maintenance (maintaining building) and utilization (using contact). The development activity (building contact) was done by R1, R2, R3 and R4 while others did not manage to do it. The maintenance activity (maintenance building) was carried out by all respondents, yet it was limited to the interests of respondents for business continuity. The utilization activity (contact) was related to business consultation, and all respondents did not utilize the potential expertise of the networker for business purposes, they mainly focused on buying and selling.

5. Conclusion and Suggestion

5.1 Conclusion

In conclusion, among respondents, only R7 had potential in four variables studied (production, marketing, productivity, and networking). However, it showed the best performance on marketing and productivity, while in production and networking, it only had good performances.

Aside of R7, in production, R3, R4, R5, and R6 had good performance, yet R1 and R2 did not show any performance. In marketing, five respondents had very good performance, except for R1 and R3 who indicated nothing. In productivity, seven respondents had adequate performance, yet R6 had better one (good). At last, in networking, seven respondents had adequate performance, yet R5 had better one (good).

Hence, the study found that hijab SMEs in Gresik implemented science and technology transformation; however, they are not yet fully employ it as expected. Therefore, future improvement can be proposed accordingly especially in both marketing and production as both have many room for improvement.

5.2 Suggestion

In industry, especially business development, science and technology could be possibly transformed in many variables including in production, marketing, productivity, and networking as selected in this study.

As indicating in this study, two of four variables mentioned (production and marketing) have high potential to be developed further. Suggestedly, in future research, potential mapped from this study could be develop into certain formula which possibly propose the growth of hijab SMEs in Gresik specially and other SMEs generally.

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