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FACTORS HINDERING STRATEGIC MANAGEMENT IN EAST JAKARTA COMPANIES

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ABSTRACT

Strategic management is a set of decisions to achieve the superior goals of an enterprise through planning and other management tasks. There is a lot of research that discusses strategic management. However, from the large number of studies, there are not many studies that develop factors that hinder strategic management in a company. This study aims to find out how many factors hinder strategic management in a company in East Jakarta. The study used factor analysis with a quantitative type of approach. The research was conducted at a company in East Jakarta in May–June 2022. The population and samples in this study were employees who worked in companies located in East Jakarta. The sampling technique used, namely cluster random sampling, obtained a sample of 228 employees. Data collection techniques use questionnaires that are shared directly and indirectly (via google form). Data analysis techniques use factor analysis. The results showed 4 inhibiting factors formed. Factor 1 is named Complaint Management, factor 2 is named Human Resource Management, factor 3 is named Information Management System, factor 4 is named Financial Management System..

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1. INTRODUCTION

Strategic management is a set of decisions to achieve the goal of competitive excellence of an enterprise. The essence of strategic management is the integration of planning functions with other management tasks (Rahman, 2020). Strategic management has three levels, namely corporate strategy, business strategy, and functional strategy (Hajar, 2019). To achieve strategic management, there are several important points that must be formulated in order to be carried out. This formulation consists of consistency with the environment, focus, effective and efficient utilization of resources, analyzing weaknesses and making weaknesses as strengths, controlled, feasible and enforceable (Budiman and Barlian, 2020: 60–61).

Strategic management can be applied to different branches of science. It is not a new thing to see strategic management in the field of education, in the field of economics, in the field of law, or in other fields. There are many studies that discuss strategic management, such as research conducted by Ardiansyah, Salsabilla, Triwidyatmoko, & Putri (2021) with the title "Analysis of Strategic Management of Franchise Companies during the Covid-19 Pandemic (Case Study on KFC)", which was conducted by Widayanto (2020) with the title "Analysis of the Application of Strategic Management and Its Effect on Business Performance". Hermawan, & Natsir (2020) with the title "Implementation of strategic management and its relationship with the sustainability (*Going concern*) of the Business" and conducted by Wijiharjono (2021) with the title "Strategic Management: Michael Porter's Thoughts and Its Implications for Creative Economy Development". Of these studies, there are not many studies that develop factors that hinder strategic management in a company. In addition, research that focuses on the factors inhibiting strategic management is mostly in the field of education. For example; research conducted by Baihaqi (2019) with the title "Strategic Management in the Development of Adiwiyata Madrasah in Mts Negeri 6 Ponorogo",

conducted by Lestari (2019) with the title "Application of Strategic Management with SWOT Analysis at SMP Negeri 4 Kendari", research conducted by Fadhli (2020) with the title "Implementation of Strategic Management in Educational Institutions", and research conducted by Mappasiara (2018) with the title " Strategic Management and Operational Management and Their Implementation in Educational Institutions". Therefore, the urgency in this study is the lack of reference sources for factors inhibiting strategic management in a company. With additional information about the factors inhibiting strategic management in a company, it can minimize risks and maximize the strategic management that has been formulated by the company. Therefore, researchers are interested in conducting research on the analysis of factors inhibiting strategic management in a company.

To analyze the factors inhibiting strategic management, several variables are needed related to obstacles or threats in strategic management. In addition, the limited number of reference sources requires researchers to adapt from several related sources despite differing in scope. This adaptation will be adapted to the situation and conditions in a company. The variables obtained are customer complaints (Ansar, 2018), academic fields, financial planning, promotion (Azizah, 2020), time, facilities, equipment, technology (Nurmalasari, & Masitoh, 2020; Nurmalasari & Masitoh, 2020), management information systems, HUMAN RESOURCES (Isamuddin, Faisal, Maisah, Hakim, & Us, 2021), and *mindset* (Feriyansyah, 2021). From various kinds of variables that have been known to be processed into factors inhibiting strategic management in a company through factor analysis.

Based on the statement that has been described, researchers are interested in conducting a study with the title "Factors Inhibiting Strategic Management in East Jakarta Companies". With the aim of the study to find out how many factors hinder strategic management in a company in East Jakarta.

2. METHODS

This research is a factor analysis research with a quantitative type of approach. The research was conducted at a company in East Jakarta in May–June 2022. The population and samples in this study were employees who worked in companies located in East Jakarta. The sampling technique used, namely *cluster random sampling* , obtained a sample of 228 employees. Data collection techniques use questionnaires that are shared directly and indirectly (via google form). The research questionnaire used an interval scale of 1 – 5 (Very Non-Inhibiting – Very Inhibiting). Data analysis techniques use factor analysis.

3. RESULTS AND DISCUSSION

1. Test Factor Analysis Requirements

There are several preliminary requirements that need to be done before conducting a factor analysis. This requirement is used to find out whether the proposed variable should be fixed or could be continued. The initial requirement for conducting a factor analysis is to calculate the test values of KMO and Bartletts. The results of the KMO and Bartletts tests can be seen in the output in the table below.

Table 1.
KMO and Bartletts Test Results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.631
Bartlett's Test of Sphericity	Approx. Chi-Square	463.883
	df	55
	Sig.	.000

Source: Researchers processed from SPSS output (2022)

In the kmo and Bartletts test result table above, it can be seen that the *KMO Measure of sampling Adequacy* (MSA) figure is 0.631. A value of 0.631 > 0.5 indicates the adequacy of the sample. Kmo and Bartlets test figures at a chi-square value of 463,883 with a significance value of 0.000 indicate that there is a correlation between variables and is worthy of further processing.

The next requirement to find out which variables can be further processed and which ones are issued can be seen in the *Anti-image matrices* table below.

Table 2.
Matrices Anti-Image Output Results

Anti-image Matrices

		Customer Complaints	Academic Field	Financial Planning	Promotion	Time	Facilities	Equipment	Technology	Management Information System	TBSP	Mindset
Anti-image Covariance	Customer Complaints	.553	-.317	.109	-.079	.034	.054	.065	-.093	-.018	-.117	.066
	Academic Field	-.317	.513	-.040	.057	-.009	-.148	.000	-.093	-.002	.117	-.050
	Financial Planning	.109	-.040	.819	-.153	.035	.063	-.076	-.111	-.116	-.139	.061
	Promotion	-.079	.057	-.153	.819	-.188	.088	.017	-.003	-.103	-.066	-.028
	Time	.034	-.009	.035	-.188	.740	-.207	.013	-.128	-.109	-.037	.106
	Facilities	.054	-.148	.063	.088	-.207	.628	-.168	.126	-.069	-.161	-.189
	Equipment	.065	.000	-.076	.017	.013	-.168	.794	-.196	.031	-.080	.006
	Technology	-.093	-.093	-.111	-.003	-.128	.126	-.196	.626	-.140	.002	-.158
	Management Information System	-.018	-.002	-.116	-.103	-.109	-.069	.031	-.140	.764	.001	-.088
	TBSP	-.117	.117	-.139	-.066	-.037	-.161	-.080	.002	.001	.815	-.077
	Mindset	.066	-.050	.061	-.028	.106	-.189	.006	-.158	-.088	-.077	.783
Anti-image Correlation	Customer Complaints	.527[a]	-.595	.162	-.118	.053	.091	.098	-.158	-.027	-.175	.101
	Academic Field	-.595	.579[a]	-.062	.089	-.015	-.260	.000	-.164	-.003	.181	-.079
	Financial Planning	.162	-.062	.612[a]	-.187	.044	.087	-.094	-.154	-.147	-.170	.076

Promotion	-.118	.089	-.187	.634[a]	-.241	.123	.021	-.005	-.130	-.081	-.035
Time	.053	-.015	.044	-.241	.659[a]	-.303	.017	-.189	-.145	-.047	.140
Facilities	.091	-.260	.087	.123	-.303	.564[a]	-.238	.201	-.099	-.225	-.270
Equipment	.098	.000	-.094	.021	.017	-.238	.679[a]	-.279	.040	-.099	.008
Technology	-.158	-.164	-.154	-.005	-.189	.201	-.279	.689[a]	-.202	.003	-.225
Management Information System	-.027	-.003	-.147	-.130	-.145	-.099	.040	-.202	.805[a]	.002	-.114
TBSP	-.175	.181	-.170	-.081	-.047	-.225	-.099	.003	.002	.641[a]	-.097
Mindset	.101	-.079	.076	-.035	.140	-.270	.008	-.225	-.114	-.097	.661[a]

a. Measures of Sampling Adequacy (MSA)

Source: Researchers processed from SPSS output (2022)

In *matrice's Anti-image* table above, specifically in the *anti-image correlation* section, you can see a number marked (a) which indicates the magnitude of the MSA of a variable. Customer complaint variables 0.527, academic field 0.579, financial planning 0.612, promotion 0.634, time 0.659, facilities 0.564, equipment 0.679, technology 0.689, management information system 0.805, HR 0.641, and *mindset* 0.661. The MSA value of each variable is magnitude > 0.5 then all variables can be processed further. The next step is to calculate the amount of the extracted MSA value. The output results for calculating the extraction value can be seen in the following table *of communalities*.

Table 3.
Output *Communalities* Results

Communalities

	Initial	Extraction
Customer Complaints	1.000	.763
Academic Field	1.000	.779
Financial Planning	1.000	.645
Promotion	1.000	.637
Time	1.000	.654
Facilities	1.000	.757
Equipment	1.000	.566
Technology	1.000	.651
Management Information System	1.000	.434
TBSP	1.000	.351
Mindset	1.000	.433

Source: Researchers processed from SPSS output (2022)

The *Communalities* table for the customer complaint variable is magnitude 0.527, which means that about 52.7% of the variance of the customer complaint variable can be explained by the factor formed. For the academic field variable of 0.579, which means that about 57.9% of the variance of the academic field variable can be explained by the formed factor. For the financial planning variable of 0.612, which means that about 61.2% of the variance of the financial planning variable can be explained by the factors formed. For the promotion variable of 0.634, which means that about 63.4% of the variance of the promotion variable can be explained by the formed factor. For a time variable of 0.659, which means that about 65.9% of the variance of the time variable can be explained by the formed factor. For the facility variable of 0.564, which means that about 56.4% of the variance of the facility variable can be explained by the formed factor. For the equipment variable of 0.679, which means that about 67.9% of the variance of the equipment variable can be explained by the formed factor. For a technology variable of 0.689, which means that about 68.9% of the variance of the technology variable can be explained by the factor formed. For the management information system variable of 0.805, which means that about 80.5% of the variance of the management information system variable can be explained by the formed factor. For the HR variable of 0.641, which means that about 64.1% of the variance of the HR variable can be explained by the factors formed. And for the *mindset* variable of 0.661 which means that about 66.1% of the variance of the *mindset* variable can be explained by the factor formed. Overall, extraction results above 0.5 indicate that the relationship formed with the factor is quite strong.

2. Factor Analysis

Factor analysis starts from grouping variables into factors. The variables inhibiting strategic management in the company are collected and will be grouped into factors inhibiting strategic management in the company. The results of the factor analysis output can be seen in the following table.

Table 4.
Total Variance Explained Output Results

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Components	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.813	25.573	25.573	2.813	25.573	25.573	1.855	16.861	16.861
2	1.539	13.995	39.568	1.539	13.995	39.568	1.839	16.718	33.579
3	1.314	11.947	51.515	1.314	11.947	51.515	1.564	14.217	47.796
4	1.003	9.119	60.635	1.003	9.119	60.635	1.412	12.838	60.635
5	.897	8.159	68.794						
6	.854	7.761	76.555						
7	.699	6.352	82.906						
8	.631	5.739	88.645						
9	.578	5.256	93.901						
10	.368	3.345	97.246						
11	.303	2.754	100.000						

Extraction Method: Principal Component Analysis.

Source: Researchers processed from SPSS output (2022)

In the *total variance explained* table above, there are 4 factors formed from the 11 variables entered. Each of the *initial eigenvalues* factors > 1. Factor 1 *eigenvalues* of 2,813 with *variance* (25.573%), Factor 2 *eigenvalues* of 1.539 with *variance* (13.995%), Factor 3 *eigenvalues* of 1.314 with *variance* (11.947%), and Factor 4 *eigenvalues* of 1.003 with *variance* (9.119%). The *eigenvalues* describe the relative importance of each factor in calculating the variance of the 11 variables analyzed. The value of *eigenvalues* against the number of extracted factors can also be seen in the following figure.

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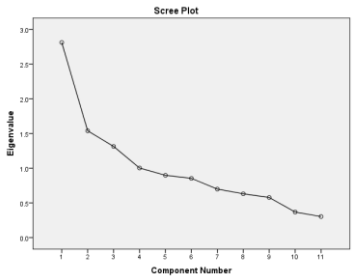

Figure 1.
Total Variance Explained Output Results
Source: Researchers processed from SPSS output (2022)

The point where *the scree* begins to occur shows the number of factors that are appropriate. This point occurs when *the scree* begins to look horizontal. In the figure above it is known that *the scree* plot begins to flatten on the extraction of the initial variables into 4 factors. Furthermore, when all variables are added up to a value of 11 (equal to the number of variables) then :

2,813/11 x 100% = 25.57%
1,539/11 x 100% = 13.99%
1,314/11 x 100% = 11.95%
1,003/11 x 100% = 9.12%

The total variance when 11 variables are extracted into 4 factors, namely: 25.57% + 13.99% + 11.95% + 9.12% = 60.63%. The magnitude of the variance that is able to be explained by the new factor formed is 60.63% while the remaining 39.37% is explained by other factors that were not studied. Furthermore, assess the *loading factor* to determine the relationship of the variable with the factor formed. The highest loading value is the relationship. The results of this loading factor can be seen through the output results *of rotated component matrix* which can be seen in the following table.

Table 5.
Output Rotated *Component Matrix* Results

Rotated Component Matrix

	Components			
	1	2	3	4
Customer Complaints	.865	-.063	.100	-.020
Academic Field	.863	.184	.022	-.017
Financial Planning	-.115	.012	.194	.770
Promotion	.016	-.201	. 711	.302
Time	.087	.259	. 757	-.085
Facilities	.115	. 775	.263	-.273
Equipment	-.016	. 620's	-.091	.417
Technology	.492	.255	.129	. 572
Management Information System	.214	.209	. 478's	.341
TBSP	-.098	. 457	.339	.133
Mindset	.174	. 626	-.017	.103

Source: Researchers processed from SPSS output (2022)

The *rotated component matrix* table above shows the relationship that occurs. The relationship can be explained as follows:

1. Factor 1 has the highest relationship with the variables of customer complaints and the academic field. So that factor 1 consists of variables of customer complaints and the academic field.
2. Factor 2 has the highest relationship with the variables of facilities, equipment, HR, and *mindset*. So that factor 2 consists of variables of facilities, equipment, human resources, and *mindset*.
3. Factor 3 has the highest relationship with the variables of promotion, time, management information systems. So that factor 3 consists of variables of promotion, time, management information system.

4. Factor 4 has the highest relationship with financial and technological planning variables. So that factor 4 consists of financial and technological planning variables.

After rotation is carried out and 4 factors are formed, then name the factor. The naming of this factor depends on the researcher and can represent its variables.

1. **Factor 1** consists of variables of customer complaints and academic fields. Named Complaint **Management Factor**.
2. **Factor 2** consists of variables of facilities, equipment, human resources, and *mindset*. Named Human **Resource Management Factor.**
3. **Factor 3** consists of variables of promotion, time, management information system. Named the **Management Information System Factor**.
4. **Factor 4** consists of financial and technological planning variables. Named **Financial Management System Factors.**

4 CONCLUSION

Factor analysis conducted to determine the factors inhibiting strategic management in East Jakarta companies creates 4 inhibiting factors. Factor 1 consists of customer complaint variables and academic fields named Complaint Management Factors. Factor 2 consists of variable facilities, equipment, HUMAN RESOURCES, and mindsets named Human Resource Management Factors. Factor 3 consists of variables of promotion, time, management information system named Management Information System Factor. Factor 4 consists of financial and technological planning variables named Financial Management System Factors. The research advice for subsequent researchers is to test the factors inhibiting strategic management in strategic management itself or into other areas of management. Researchers can then also retest this study with different research samples or research locations to strengthen the research results. In addition to suggestions, the implications in this study are to add research results that can be used as a reference for other researchers and new sources of information for academics and practitioners.

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