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Research Article

Integration Management Control (IMC) Model to Improve Small Medium Industries

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ABSTRACT

Integration Management Control (IMC) is the policies and procedures needed to improve and control processes which will ultimately lead to increased business performance. Therefore, Integration management Control model is very important for every industry that wants to survive in the existing competition, especially for small medium industries and only large companies have been able to implement Integration Management Control well. Number of SMIs in Timor-Leste in research will be develop a Integration management Control model testing on 50 small medium industries in four Sub district Dom Aleixo, sub district Cristo Rei, sub district Vera Cruz and sub district Nain Feto in Timor-Leste, so that in general the development IMC model for SMIs created good management in process production and satisfation. Contribution this model for Integration management Control by small medium industries will be a Contribution performance is also created based on the indicators to increase productivity and quality satisfaction consumer.

Keywords: Management Control, Small Medium Industries.

INTRODUCTION

The Integration Management Control (IMC) in an organization is to manage various activities with a Control approach and continuously improve effectiveness in accordance with international standards that prioritize stakeholder needs. Črv et al (2021) a integration review of scientific literature dedicated to IMC and company performance was performed with a quantitative method. The main finding of this study is that effective of IMC Contributions to the business performance of companies. Industries is the order and all activities related to industrial activities, is all forms of economic activities that process raw materials and utilize industrial resources to produce goods that have added value or higher benefits, including industrial services. The main key to a Integration policy is achieving permanent satisfaction and stakeholder trust. Soetanto and Haryadi (2016) analyse the Management Control from the structural aspect, which is a network of interdependent work relationships between central activities within the company, and provides insight into the processes that allow changes to occur in the Control. Widyanto (2020) Contribution of the Along with increasingly intense six sigma Integration improvement program is demonstrated through the improvement of the capability process in producing products leading to zero defects. Truant et al (2021) Digitalisation has become embedded in products and services, and it increasingly supports corporate business processes. However, few empirical studies have analysed the state of digitalisation and its Contribution within companies, and the extant literature has painted an inconsistent picture concerning the effects of digitalisation. Integration Management Control defines how an organization implements Integration management practices consistently to meet customer and market needs. Integration Management Control Contribution is still dominated by large companies. There are still very few SMIs that implement a Integration Management Control, even though the reality is that large companies require the involvement of their suppliers to support the Contribution of their Integration Management Control. Shabibi (2019) to test the application of Total Integration Management in SMIs, by enabling measuring progress in overcoming obstacles, and facing challenges that test the TQM practice-performance relationship by investigating the impact of TQM practices on SMIs performance. A broader approach in improving organizational Integration is Total Integration Management and community participation which is important in identifying raw materials that will be made into products to support the progress of small medium industries in the village with the aim of being a breakthrough in the progress of a region or nation. Integration is the degree or level of characteristics inherent in a product that meets requirements or desires. Taskov (2015) To build a management team in designing and Contribution a Total Integration Management Control for small and medium industries with all the advantages and disadvantages as well as its application in practice. Meanwhile, conventionally, Integration usually describes the direct characteristics of a

product, such as: appearance, reliability, ease of use, aesthetics, and so on. Vincent (2015) states that Integration is anything that is able to fulfill customer desires or needs. Concept Integration has evolved over time involves small medium industries in carrying out nano paracticles regarding work roles in employing and expressing themselves physically, cognitively, emotionally while carrying out their role as small medium industries.The results supported the proposed model. Therefore, ISO 9000 that does not include PDM may not impact individual performance. Integration control is a technique and planned activity or action carried out to achieve, maintain and improve the Integration of a product and service so that it conforms to predetermined Integration standards and can meet consumer satisfaction. Amaral and Pecas (2019) said that the era of globalization has changed small medium industries with the marked progress of industry 4.0 technology and society 5.0, which can provide guarantees for product safety and Integration by proactively preventing errors before they occur in the process of making a product. Nazmi and Izwaan, (2023) empirical studies showing that ISO certification has no effect on performance continue to raise doubts about the effectiveness of Integration management Controls on performance.

Central Government Performance means that Regional Governments have not developed small medium industries in the regions and on the other hand, Regional small medium industries are one of the business motors for encouraging regional economic growth that involves regional communities. Mendrofa (2022) Companies everywhere will definitely face intense global competition, very fast developments in the technological and digital world and changes that cannot be controlled, so every company is required to adapt to existing developments and changes Most suppliers are small and medium industries, so SMIs must be proactive in facing global competition and must be more efficient and effective to survive in the business environment. Malik et al (2019).The results of the research showed that there were positive and significant effects of the Total Integration Management on the competitive advantage, the Total Integration Management on the firm performance, on the competitive advantage and the competitive advantage on the firm performance. Oliveira et al (2017) Integration management is closely related to the strategic management of an organization, it is surprising that the 2015 version of ISO 9001 the reference standard for the Contribution of Integration Management Controls (IMC) does not have a mandatory requirement to link Integration management with organizational strategy. Ulhaq et al (2022) the resulting product must always be checked for compliance with the established standards, so that the damage that occurs to the product can be reduced and eliminated. This study aims to analyze the Integration control of raw materials using the seven tools method on sweet bread products. One way to achieve this is by adopting IMC principles. Contribution a Integration Management Control can help SMIs to utilize their resources effectively and efficiently, thereby focusing more on market needs and expectations. Contribution in SMIs varies depending on size, resources and Integration experience. But there are at least 2 main problems, namely financial limitations and technical resources (Lee and Oakes, 2015).

Vivas et al (2016) analysis related to the results of research on the Integration of development in the career of Industrial Engineering of higher learning was obtained, proving that there are still weaknesses that can affect academic excellence, so it requires constant effort on the part of the institutions, which can be realized through research projects aimed at maintaining self-control of Integration in universities. Customer satisfaction depends on the Integration of service that serves them, in this case improving strategies both in the service Control and presentation so that consumers do not turn to other products (Arman, 2022). Poniman and Utomo (2020) which is engaged in the sale and service of office equipment maintenance, winning business competition company must create a strategy that can improve the Integration of service to consumers.

Small medium Industries is a sector that plays a strategic role in driving the movement of the national (Bahkri, 2020). Zhao (2023) investigated the Integration Management Control in an organization helps achieve environmental innovation and sustainable development goals One of the sectors that plays an important role in economic growth and development in Timor Leste is the small medium Industries sector. This is an opportunity for the Industries to prioritize consumer needs and desires and meet consumer expectations. Nnamdi (2018) The globalization of production Controls must overcome limitations arising from the variability and complexity resulting from globalization and technological progress. Global competition does not only apply to large and multinational companies, but also to small industries. The complexity of industrial competition means that every company must always try to improve its Integration in order to achieve consumer satisfaction. The traditional management applied by many companies is no longer able to handle Integration problems and service needs. Small medium industries must improve themselves by improving the Integration of the products they produce and empowering the community. This process is very important for the progress of small medium industries in a region or country (Nwabuokie, 2018).

The Ministry of Industry aims to make SMIs more competitive in facing the free trade era of the Asean-China Free Trade Area and the Asean-China Free Trade Area, where the Timor- Leste government has given freedom to Telemor Companies from Vietnam, Telecomcel from Indonesia to compete with Timor Telcom companies. This collaboration can encourage Timor Leste SMIs to maintain and improve company efficiency.There are three fundamental reasons for a new country which was founded in 1976 and then received international legitimacy on 20 May 2002 in viewing the importance of the existence of small and medium industries:The performance of small

medium industries tends to be based on a workforce that productive,Increased productivity through investment and changes in technology used by small and medium industries,Excellence and flexibility in large industries. Integration management Control is the industries ability to maintain Integration. products or services offered. IMC questions the difference with Integration Assurance and Integration Control.

Fadhil et al (2018) explains the strategy for developing a Integration management Control for the Gayo coffee agroindustry using a Soft Controls Methodology approach. Clearly, these three things have different roles and responsibilities, even though they are in the same division based on the 2015 ISO 9001 standardization. Integration control cannot be achieved without the use of methodical, fair and efficient interfaces. Management Controls to ensure the sequence of interface processes, the continuity of Integration control, and the efficacy of Integration linking between different interfaces in practical work must be implemented consistently. exactly according to the steps (Borisov, (2018). Rizqi et al (2022) maximum Integration control carried out at this time is still lacking, so that products are often found that are not in accordance with the specified Integration.

RESEARCH METHODS

The current IMC model is in accordance with the process approach model in the ISO 9000 standard. The image below shows the process model from ISO 9001:2015 consisting of four main parts included in the ISO 9001:2000 Integration management Control standard. Therefore, this IMC development design was carried out by referring to the existing IMC model, which consists of Customer Requirements which then become input for the company to carry out Measurement Analysis and Improvement, Management Responsibility, Resource Management, and Product Realization and the resulting output must meet the Customer Satisfaction. In this paper a meta-analytic study is presented that fulfills two objectives. First, the paper formalizes performance implications of adopting quality management practices and present hypothesized relationship between QM practices and performance. Second, a meta-analysis of correlation. The model development carried out then added the interface (I/F) Supplier whose indicators consist of supplier compliance with materials ordered by the company. From a company perspective, interface (I/F) Top Down was developed which contains indicators that involve employees (men) in setting direction and meeting customer expectations improving control processes, reducing waste, reducing costs, increasing market share, facilitating training and increase morale. If all the indicators in the interface (I/F) top Down have been met, the next step is to fulfil the interface (I/F) customer which is the output producing good products in terms of Integration, cost, fulfilment time, safety and security. The study of QM was tackled by analyzing the degree of implementation of the different practices that compose it. The results confirm the importance of the different QM practices on internal and external knowledge transfers. Integration Management Control indicators that are in accordance with SMIs are as follows: Indicators in the Supplier interface (I/F), Company Interface (I/F) and Customer interface (I/F) are related to each other. One example of this relationship is if the Integration of the material provided is very good (Supplier indicator) and the company leadership always promotes product Integration to consumers then customers will be very satisfied with the Integration of the product provided customer indicator.

RESULTS AND DISCUSSION

Fulfilment of these indicators will definitely be different for each SMIs depending on the resources owned by the SMIs and also the understanding of the SMIs owner and management regarding the Integration Management Control. Therefore, from this IMC model an assessment can be made using the maturity model in order to know how where is the Contribution of IMC by the SMIs. Analysis Results Based on Four Interfaces, after conducting a contribution analysis on Integration Management Control the next step is to conduct a Model contribution analysis to determine which Small and Medium Industries will be built based on the order from the lowest to the highest value. This is intended to make it easier to control the Small and Medium Industries that will be developed based on priority matrix analysis of Interface (I/F) Supplier, Interface (I/F) Top Down, Interface (I/F) Community, and Interface (I/F) Customer as follows:

1. Analysis of interface matrix (I/F) Supplier

After analyzing the Model to reduce the value of the principal, it is easier to control SMIs that are always being developed based on the priority matrix of the Interface (I/F) Supplier, from next format:

- The quality of the material and the resulting loss is high (S1)
- The price of the supplied material is a chord of excellent quality (S2)
- The time to enter the material is always short (S3)
- The suppliers always have a lot of staff but they are still young in terms of the amount and workload of the company (S4)
- Suppliers always respond to all the requests presented by the company (S5)

- Suppliers always improve the quality of services and products received which are always integrated with the Integration (S6)
- Suppliers are always in a state of disrepair and are in a relationship with the company (S7)
- Suppliers always innovate materials (S8)

After inputting the questions and the number of respondents, the next step is to sort the problems and Priority Numbers Highest to Lowest in the small and medium industries that will be developed from the highest value of S1 score 6, S2 score 4, S5 score 4 to the lowest value of S7 score 3 and so on. After that, the development of small and medium industries will be determined based on the numbers that have been approved through the opinion polling forum on the Interface (I/F) Supplier.

2. Analysis of the matrix interface (I/F) Top Down

Then the code number is entered into the Priority to sort the Priority Numbers Highest to Lowest, meaning the development of small and medium industries based on the number code on the Interface (I/F) Top Down:

- The industries leaders always promote product quality to consumers (TD1).
- The leaders communicate and re-emphasize quality to all employees (TD2).
- The company always has useful information to improve product quality and integrates it into the changes (TD3).
- The planning for quality improvement is very well done (TD4).
- Quality improvement always involves the customer very well (TD5).
- All employees are challenged to make improvements and reengineer the products produced (TD6).
- All employees are trained in quality improvement skills (TD7).
- All employees are challenged to make improvements and innovations in the products produced (TD8).
- All employees are trained in quality improvement skills (TD9).
- All employees are recognized in terms of quality improvements integrated into the Integration (TD10).
- The company always motivates employees regarding product quality by meeting consumer desires (TD11).
- The company manages human resources very well (training, study visits, rewards and recognition, health and safety) (TD12).
- Customers are the main focus in planning the production processes of products and services (TD13).
- Companies control quality directly in the production of goods and services (TD14).
- The company also includes suppliers in quality improvement (TD15).
- The company always performs marketing, accounting, and administrative services to improve its processes to meet or exceed customer needs (TD16).
- There is continuous improvement in product and service processes (TD17).
- There is continuous improvement in support services (TD18).There is continuous improvement in terms of suppliers (TD19).
- The company always maintains a good relationship with customers (TD20).
- The company always responds well to customer complaints (TD21).
- The company always provides the right information to customers (TD22).
- The company knows customer satisfaction indicators from the products it produces (TD23).
- The company always makes improvements in case of errors in the delivery process (TD24).
- The company always pays attention to customers in customer service (TD25).
- The company always improves the quality of the products it produces in accordance with modern conditions (TD26).
- The company always leaves customers satisfied with its products and services (TD27).
- The company always prioritizes customer satisfaction, which is integrated into the marketing Integration (TD28).

Before Analyzing the number code, the next step is to poll opinions on more than one question through the matrix, then the next step is to calculate the Priority Numbers Highest to Lowest that get the most value and then enter it into the code number table and the number of Priority Numbers randomly. Then the code number is entered into the Priority Table to sort

the Priority Numbers Highest to Lowest, meaning

the development of small and medium industries based on the number code on the Interface (I/F) Top Down.

After inputting the code number and the number of calculations, the next step is to sort the problems and Priority Numbers Highest to Lowest in the Small and Medium Industries that will be developed from the highest value TD28 score 30, TD19 score 20, TD10 score 19, TD1 score 18, TD13 score 17, and TD14 score 17 to the smallest number TD3 is 16 and so on. Here, the development of Small Medium Industries is determined based on the numbers that have been approved through the opinion polling forum on the Interface (I/F) Top Down.

3. Analysis of the Matrix Interface (I/F) Community

Then the code number is entered into the Priority to sort the Priority Numbers Highest to Lowest, meaning the development of small and medium industries based on the number code on the Interface (I/F) Community:

- People still do not understand how to transform semi-finished raw materials into suitable products or finished products (CM1).
- Society really needs the transformation of existing raw materials to develop small and medium-sized industries in the regions as national advances (CM2).
- The community really hopes that the training will help to improve the domestic industry in the region (CM3).
- People's desires for the development of domestic industry need to be improved (CM4).
- Community participation in the development of regional SMEs is based on the amount of raw materials available, namely from the smallest raw materials to the highest raw materials (CM5).
- The community is very satisfied with the development of domestic industry in improving small and medium-sized industries to help regional economic growth (CM6).

After inputting the code number and the number of calculations, the next step is to sort the problems and the number of Priority Numbers Highest to Lowest on the SMIs that will be developed from the highest priority value CM6 score 3, CM1 score 3 to the smallest number CM2 score 2 and so on. Here, we only determine the development of Small and Medium Industries based on the numbers that have been approved through the opinion poll forum on.

4. Analysis of the interface matrix (I/F) Customer

Then the code number is entered into the Priority to sort the Priority Numbers Highest to Lowest, meaning the development of small and medium industries based on the number code on the Interface (I/F) Customer:

- Customers are very satisfied with the quality of the products provided, integrated with the consumer's desires (C1).
- Customers do not blame the price of the industries products (repurchases always occur) (C2).
- Customers rarely complain about the delivery time of the industries products (C3).
- The customer always gets products that meet their needs and are integrated with changes (C4).
- There are no products returned by customers to the company (due to defects or not as requested) (C5).
- The customer always gets the products of the expected quality and also gets the best service (C6).
- Customers are satisfied with the products and services provided by the company. (C7).
- Customers always find product innovations from companies that are integrated with consumer desires (C8).

Before analyzing the number code, the next step is to poll more than one question through the matrix, then the next step is to calculate the Priority Numbers Highest to Lowest that get the highest value and then enter it into the code number table and the number of Priority Numbers randomly. Then the code number is entered into the Priority Table to sort the Priority Numbers Highest to Lowest, meaning the development of small and medium industries based on the code number on the Interface (I/F) Customer.

number of calculations, the next step is to sort the problems and Priority Numbers Highest to Lowest in the Small

and Medium Industries that will be developed from the highest priority value C1 score 4, C2 score 4, C5 score 4 to the smallest number C3 score 3 and so on. Here, the development of Small and Medium Industries is determined based on the numbers that have been approved through the opinion pooling forum on the Interface (I/F) Community. 4. Productivity of Small and Medium Industries in Dili-Timor Leste The researcher stated that 50 Small and Medium Industries spread across four sub-districts have different management, but with the same goal of increasing the productivity of small and medium industries. The researcher conducted research in 50 Small and Medium Industries spread across four Sub-Districts in Dili, namely: Sub-District Dom Aleixo, Cristo Rei, Vera Cruz, and Nain Feto.

CONCLUSION

Based on research on 50 small medium industries in four using the Design Management Control model to measure the existence of small medium industries in Timor-Leste using four interfaces (I/F) Supplier with a KPI score of 4.54, Interface (I/F) Top Down with a KPI score of 4.66, Interface (I/F) Community with a KPI score of 4.5 and Interface (I/F) Customer with a KPI score of 4.52 in four sub-districts, namely the Dom Aleixo sub-district, Cristo Rei sub-district, Vera Cruz sub-district and Nain Feto sub-district found that all small medium industries are controlled by other countries while indigenous people become unskilled laborers in the country itself all small medium industries are owned by foreigners, based on this research that the country belongs to the democratic republic of Timor Leste but all small and medium industries are controlled by foreign countries. The Timor-Leste government gives business permits that prioritize foreigners, this happens because capital factors and bribes damage the administrative system which is more oriented towards bribes to facilitate administrative management. this happens so that kiosks, shops, pastry shops and all small and medium industrial businesses are owned by foreigners and natives become laborers. based on future research the government can improve the system of managing the establishment of small medium businesses by prioritizing natives, if this happens the changes and dreams of the country in the future will be better and the administration system will be transparent for everyone.

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